

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
April 12, 2002, IN THE ALUMNI HOUSE

Present: Vice President Lehman, Registrar Geyer, Parliamentarian Pagel; Deans Phillips and Southby; Professors Castleberry, Divita, Duff, Gallo, Griffith, Gupta, Haque, Harrington, Hoare, Maggs, McAleavey, Mergen, Miller, Nagy, Pelzman, Robinson, Simon, Wilmarth, and Yezer

Absent: President Trachtenberg; Deans Folkerts, Futrell, Harding, Tong, Williams, and Young; Professors Cawley, Glascock, Johnston, Kennedy, Thornton, West, and Zaghoul

The meeting was called to order by Vice President Lehman at 2:18 p.m. A short adjournment was declared in order to have the annual photograph of the Senate taken.

APPROVAL OF THE MINUTES

The minutes of the March 8, 2002 meeting were approved as distributed.

CHANGE IN THE ORDER OF THE AGENDA

Professor Robinson moved that the order of the Senate's agenda be changed so that the Report on the School of Business and Public Management by Dean Susan M. Phillips could be considered as the next item of business. The motion was seconded, and passed.

Professor Nagy requested that the order of the Senate's agenda be changed so that he could make a brief statement following Dean Phillips' presentation. There was no second to this motion. Vice President Lehman inquired as to the sense of the Senate concerning this request, and it was decided that the Senate should adhere to the published agenda with brief statements and questions following General Business.

REPORT ON THE SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT

Dean Phillips began by saying that she appreciated the opportunity to brief the Senate about the status of the School of Business and Public Management (SBPM), and she distributed copies of her Powerpoint presentation. Dean Phillips said that while this was her fourth year at GW, she was still discovering new things about the School. She then outlined the vision of the School, which is to be recognized nationally and internationally as an outstanding center for managerial education and research. SBPM considers itself primarily a management school, and this is the emphasis of its programs, whatever the entity, i.e., government, business, or non-profit. She emphasized that for a business school, service and involvement in the community are particularly important, as is bringing real-life experiences into the classroom for students. The School also has made a concerted effort to try to

strengthen, develop, and maintain a sense of intellectual community. These core values are also central to the School's Mission and the Strategic Goals it has set for itself.

Dean Phillips then proceeded to outline the School's core competencies in research and teaching. In addition to its emphasis on management rather than business, the School's international and global focus is also unique, although other educational institutions are closing in on this area as a major theme. Two programmatic areas which other business schools do not include are tourism and hospitality management, and public administration.

Dean Phillips then gave an overview of enrollment trends in the School, pointing out that the number of students in Master's degree programs at the school is quite large relative to the enrollment in undergraduate programs. Part of this, she said, is due to GW's location, because of the many government, diplomatic, and non-profit affiliated professionals who seek graduate degrees. The number of students in the School's Master's programs amounts to 37.5% of the total number of Master's students at GW. The School offers the MBA in four different areas in addition to seven specialized Master's degrees. Undergraduates comprise 40.4 of the School's population, and the number of doctoral students is 142, or 3.9% of the School's population. Dean Phillips then reviewed the School's Share of Unduplicated Enrollment which demonstrated the percentage of GW's overall enrollment in the School, enrollment growth, and the head count of students in the School. The School's entering undergraduate class size, she noted, has more than doubled since 1995.

Dean Phillips then reviewed the metrics of specialized graduate programs in the School and reviewed some of the demographics of the School's student body. She noted that while the average GMAT score is up significantly since 1995, it now rests around 600. She added that this statistic would have to improve if the School wished to achieve a higher national ranking. Professor Griffith asked how much improvement the School sought in order to achieve a higher ranking, and Dean Phillips replied that in Business Week and U.S. News & World Report rankings, GMAT scores needed to average 630 and above for a School to be ranked in the top fifty nationwide.

Dean Phillips then noted that Information Systems is the largest specialized graduate program with an enrollment of 451, followed by Project Management with an enrollment of 242. The latter enrollment metric includes students enrolled in distance learning courses, as does the Tourism Administration Program. The low number of students enrolled in the Public Policy program (20) is due to the fact that the program is new; and the small number of students enrolled in Acquisition Management is due to that program's being phased out.

Dean Phillips then gave an overview of the School's faculty. The total number of full-time faculty in the School is 130, of which 72 are tenured, 24 are tenure-track, and 34 are non-tenure track. The accrediting body for the School – the AACSB – requires that Schools track how many adjuncts are employed, and requires that these numbers be converted to full-time

equivalents (FTE's) for reporting purposes. While the number of adjuncts employed in the School are numerous, the FTE for this group of faculty is 28.25 or approximately 18% of the total number of full-time faculty. Nearly half of the adjunct faculty are doctorally qualified, she added.

Dean Phillips then discussed Research in the School, focusing on the Institute for Global Management and Research and the Center for Excellence in Municipal Management. This was followed by an outline of Strategic Initiatives which included a list of challenges for GW Business Programs. She then presented an update on the School's Development efforts, and she noted that the School is within \$1 million of achieving its capital campaign goal for the new building. In response to a question, she said that the new building would be constructed on what is now the parking lot behind Fungler Hall.

Dean Phillips then entertained questions. Professor Mergen said that he had had the privilege of attending some of the environmental seminars conducted by Professor Starik and he thought that it was a great idea for people in the liberal arts to interact with the business community in this manner, and he complimented Dean Phillips on this initiative. Professor Mergen then asked about the enrollment metrics and the impact of the increasing number of students on class size. Dean Phillips responded by saying that as a general observation, class sizes have increased.

Professor Miller asked about development efforts in the School, and whether most gifts were made for sponsored research, curricular development, or for the new building. Dean Phillips replied that most of the gifts were made to support programs, but there is also some scholarship support. She added that she would like to see more chaired professorships in the School. Professor Yezer observed that there were about 2,200 graduate students, and 130 faculty, giving the School a ratio of 17 students to one faculty member. He asked if this ratio was an impediment to the School. Dean Phillips replied that she thought it would be, except for the large proportion of Master's programs, which often run a cohort of 40 to a class. Thus, the ratio cited did not present an accurate picture. Professor Gupta said that, as a mathematics teacher, he and his colleagues in the department had found that business students were among the weakest mathematically in years past, but he also observed that they had become stronger in this area in recent years. He then asked if the School was trying consciously to select students with stronger mathematical abilities. Dean Phillips confirmed that this was the case. She added that she would like to see the average SAT score for applicants increase somewhat, and added that two years ago, the School recruited its first honors student, and the effort to increase the numbers of these students continues. (The Report is attached.)

RESOLUTIONS

I. RESOLUTION 01/10, "A RESOLUTION TO DEVELOP A REVISED STUDENT EVALUATION OF COURSES"

On behalf of the Joint Committee of Faculty and Students, Professor David McAleavey, Faculty Co-Chair, moved the adoption of Resolution 01/10. Professor McAleavey said that this Resolution grew out of a request from the Student Association to the Joint Committee, and provides for the appointment of an expert panel to study the question of developing an instrument, or set of instruments to provide more usefeul course evaluations for students. He added that he anticipated that the panel would include Ms. Cheryl Beil, Director of Academic Planning and Assessment, because of her expertise in this area and her particular concerns.

Professor Griffith said that since there are presently two course evaluations, one done by departments, and the other by the Student Association, he was uncertain if the goal was to develop a single survey instrument, or to develop two parallel instruments of measurement to replace the existing surveys. Professor McAleavey said the assumption is that departmental assessments, which ultimately make their way to the academic vice president's office, would remain unchanged, so there very well might be two surveys in the end. It was very likely, he added, that the revised student evaluation of courses would be forwarded to the administration for processing. Professor Griffith then said that it might be worth asking the expert panel to provide a sort of model during the study process, as there are very disparate kinds of survey instruments and issues within departments. Professor McAleavey agreed with this point. Vice President Lehman said that the Student Association had come to him several years ago about this subject, and they were concerned about the faculty's perceived reluctance to participate in the student course evaluation, because it was something of a duplication of the departmental surveys. He said that he had suggested that there might be some particular set of questions that students sought answers to that could possibly be included in the existing departmental evaluation, and that it might be possible to combine the two surveys into one, with perhaps a confidential part that could be detached from the survey and used by departments, and another part that could be supplied to students to assist in their course selections.

Professor Gupta said that he supported the Resolution, and moved that the following underlined words be added to the first line of the Resolving Clause: "That the Vice President for Academic Affairs in consultation with the Faculty Senate Executive Committee . . ." The motion was seconded, the question was called on the amendment, and the amendment was adopted. Professor Griffith also said that he supported the Resolution, and he said he hoped the panel could be work on developing a relationship between the two survey instruments. Vice President Lehman said that he thought this could be part of the charge to the expert panel. The question was called, a vote was taken, and Resolution 01/10 was adopted. (Resolution 01/10 is attached.)

II. RESOLUTION 01/11, "A RESOLUTION TO BRING THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES INTO COMPLIANCE WITH THE FACULTY CODE WITH RESPECT TO TENURED AND TENURE-ACCRUING APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY"

Professor Arthur E. Wilmarth, Jr., Chair, Committee on Professional Ethics and Academic Freedom (PEAF), moved the adoption of Resolution 01/11. Professor Wilmarth informed the Senate that, at the outset of the academic year, the Executive Committee asked the PEAF Committee to continue its examination of whether or not procedures in the Medical Center and the School of Public Health and Health Service (SPHHS) were in compliance with Article I.B. 1. of the Faculty Code. This section of the Code, he added, requires that no fewer than 75% of the regular active-status faculty members of each School be either tenured or have tenure-accruing appointments, with two exceptions: (1) the Law School is not subject to this restriction, and (2) faculty in the Medical Center who are stationed at affiliated institutions, for example, Children's Hospital, or the MFA, would not be counted as part of this calculation. A second requirement of Article I.B. 1., he added, is that no fewer than 50% of the regular active-status faculty members in each department of the School must either be tenured or have tenure-accruing appointments. This latter requirement contains the same two exceptions as the first.

Professor Wilmarth said that Professor Kurt Darr of the SPHHS had chaired the subcommittee examining this issue, and he expressed appreciation for the very exhaustive and careful inquiry that had been conducted. The final result, he said was that, within SPHHS, there are currently 34 full-time regular active-status faculty members, of whom twelve have tenure; none have tenure-accruing appointments; and 22 are contract faculty. This means that less than 40% of the School's faculty have either tenure or tenure-accruing appointments. Turning to an examination of faculty at the departmental level, he continued, of five departments in the School, one has a majority of tenured faculty members, but the other four do not. Three of those departments have approximately 30% tenured faculty positions, but there is one that has no tenured faculty members at all.

The PEAF concluded that the SPHHS is far out of compliance with Article I.B.1. of the Code, and that the School has never been in compliance during its seven years of existence. Professor Wilmarth acknowledged that, at the Senate's last meeting, Interim Dean Southby had indicated in his presentation that one of his goals for the School was to increase the proportion of tenured and tenure-accruing faculty members. Professor Wilmarth said that the purpose of Resolution 01/11 is to lend the support and mandate of the Senate to accomplish this purpose. Professor Wilmarth then reviewed key provisions of the Resolution. Professor Wilmarth concluded by saying that the purpose of the Resolution was not to single out the SPHHS for noncompliance. Rather, the Resolution expressed the Senate's strong conviction that compliance with Article I.B.1. is essential to promote the research-oriented university that everyone seeks, and is necessary to give the majority of faculty the protections of tenure so that they can pursue excellence in teaching and research.

Interim Dean Southby commented that SPHHS has initiated a faculty staffing review, because he realized the School was not in compliance with Article I.B.1 of the Code, and that he realized that the School was not the only one not in compliance with the Article. He added that he was rather surprised to see the Resolution on the Senate's Agenda as the concern had not been voiced to him by faculty, and the matter had not been brought the School's Executive Committee. As part of the staffing review, he added, he had met with department chairs over many months since August, 2001, and each department chair has now come up with the outline of a plan to move towards compliance. Compliance would not be achieved quickly, he said, as the School has no plans to recruit large numbers of faculty in the immediate future, and compliance also has significant financial implications for the School. He concluded by saying that this matter had been discussed with Vice President Williams, who concurred in Dean Southby's approach to this issue.

Professor McAleavey asked Dean Southby if he could divulge the time frame he had in mind to bring the School into compliance, and Dean Southby replied that he thought that the five years cited in the Resolution would not provide enough time. Professor McAleavey then asked if the School itself had developed a timetable, and Dean Southby said that, as yet, one had not been developed.

Professor Griffith reminded the Senate that a couple of years ago, responses from a survey of graduate students were obtained to determine how satisfied they were with their graduate programs, including course content, advising, and so on. One result of the survey was that responses from graduate students in the SPHHS were far less favorable than those from students in other Schools. Chief among the responses, he said, was that students felt that faculty in the SPHHS were inaccessible. This situation might be helped, he said, if the School could recruit committed faculty in tenure and tenure-accruing lines.

Professor Yezer asked Professor Wilmarth to clarify if in fact none of the active status faculty in the SPHHS had a tenure-accruing appointment, and Professor Wilmarth confirmed that all of the faculty in the School are either tenured or contract faculty, with none presently on the tenure track. Professor Yezer then said he was uncomfortable with the five year deadline for compliance, and moved that that third section of the Resolving Clause be deleted, as he felt that if the School submitted a plan and the timetables set forth in that plan were inadequate, then the Senate could consider the matter. The motion was seconded.

Professor Wilmarth spoke in opposition to the Yezer amendment, and in favor of retaining a deadline, whether that deadline was five years or some other period of time deemed suitable by the Senate. Professor Harrington also spoke in opposition to the amendment and in support of setting a time certain for compliance. Vice President Lehman spoke in favor of the amendment, and in favor of having the School develop a systematic business plan, with suitable benchmarks to mark its progress.

Professor Robinson asked Dean Southby what he thought might be a feasible time period. Dean Southby responded that he had requested that the departments submit their staffing plans by the end of the Summer, 2002. In response to Professor Griffith's remarks, Dean Southby commented that he was aware of the unfavorable graduate student surveys, but in the eight months he had been Interim Dean, significant steps had been taken, including eliminating two positions, and an imminent combination of student and academic services into one organization. The quality of students has been increasing over that time, he said, and he said the School would focus on treating students well while they were enrolled, as well as when they became alumni. Hopefully, he added, this would make unfavorable survey results a relic of the past.

Professor Simon asked who controls the number of tenure track slots in the School. Discussion on this point continued between Professors Simon and Pelzman after Vice President Lehman responded that, University-wide, position control has been set by the Board of Trustees. Professors Pelzman and Simon inquired as to the fairness of requiring a Dean to comply with Article I.B.1. when achieving compliance might not be within his power, and the possibility of directing the Resolution to the Board rather than the Dean was discussed. Vice President Lehman further clarified that while he actually makes faculty appointments, his allocation of tenure lines lies outside the Medical Center, and the allocation of tenure lines in the Medical Center is Vice President Williams' responsibility.

Professor Castleberry spoke in opposition to the amendment in view of the importance of Article I.B.1. of the Code, and added that if it was felt the Faculty Code was not a viable standard, then perhaps discussion of changing it would be in order. Professor Robinson also spoke in opposition to the amendment, saying that she thought the Resolution would actually help to strengthen the Dean's hand in requesting tenure slots. She also added that an examination of the compliance of other GW Schools with Article I.B.1. would be pursued in the near future. Vice President Lehman responded to Professor Robinson's point by saying he favored an approach that would create a business plan for the School which would be connected to the financial viability of the SPHHS.

Professor McAleavey spoke in favor of the amendment, and further discussion continued by Professors Pelzman, Harrington, and Yezer. The question was called on the Yezer amendment, a vote was taken, and the amendment failed. The question was called on Resolution 01/11, a vote was taken, and the Resolution was adopted. (Resolution 01/11 is attached.)

III. RESOLUTION 01/12, "RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE WASHINGTON UNIVERSITY WITH RESPECT TO THE COLLEGE OF PROFESSIONAL STUDIES"

Professor Arthur E. Wilmarth, Jr., Chair, Committee on Professional Ethics and Academic Freedom, moved the adoption of Resolution 01/12. Professor Wilmarth explained that this Resolution resulted from a charge by the Senate's Executive Committee to the PEAFF

Committee, and in many ways, the Resolution was an attempt to implement the Joint Task Force Report which the Senate approved in principle by Resolution 00/02 in September, 2000. The University's Board of Trustees subsequently accepted the Task Force Report, and the PEAf then was asked to consider and draft amendments to the Faculty Code consistent with the Task Force recommendations. A series of requested amendments were forwarded to the PEAf Committee by the Dean of the CPS (College of Professional Studies), and the Committee looked carefully at those recommendations.

With some modest changes, the PEAf embodied the recommendations of the Dean of the CPS in the Resolution but, in addition, the Committee felt it was very important to include in the Faculty Code some very critical recommendations of the Joint Task Force Report.

The Joint Task Force Report set forth several key principles intended to establish guidelines or parameters for this new College. The Committee was concerned that before those parameters could be changed, there must be concurrence, or at least consultation, with the Faculty Senate. If these key principles were not incorporated in the Code then, presumably, some things could be changed without consulting the Senate.

Professor Wilmarth said that he had had some early involvement in this issue. as he participated in roundtable discussions about the proposed CPS that were held two years ago. He also participated in the Senate's discussions about whether or not there should be a Joint Task Force, or a Joint Task Force Report. Based upon the discussion two years ago, there was a widespread perception that two aspects of the CPS were quite unique. One was it would have no tenure-track faculty of its own. The second was that it would not be confined to any single programmatic area, but would have the potential capability to offer courses across the entire curriculum of the University. Professor Wilmarth thought it fair to say, given those two unique characteristics of the CPS, that many faculty members have viewed the College as being a potential threat to the concept of tenure and to the fundamental principle that tenured faculty should have governance rights over curriculum matters. In addition, this new College, if operated in a misguided way, might cannibalize degree programs offered by other Schools.

Accordingly, he explained, the Resolution incorporated three critical principles or components of the Joint Task Force Report that needed to be recognized in the Faculty Code.

- Firstly, there would be a Dean's Council that would advise the Dean of the College, and the Council would be composed of a combination of faculty personnel. At least half of the members would be tenured faculty members drawn from the Schools affected most directly by the College, and they would be elected by the faculties of their respective Schools. This would ensure that independent tenured faculty representatives elected by the Schools most

directly affected by the CPS would have a strong advisory role in the Dean's Council. And the Dean's Council would be responsible for dealing with matters of appointing and promoting faculty, and the approval of curricular offerings, within the CPS.

- Secondly, the CPS would be prohibited from duplicating degrees or degree programs already offered by other Schools, and the College would not offer degree programs that would substantially overlap with a degree program offered by another School, unless the Vice President for Academic Affairs had served a mediating role and had approved the program after consulting with the Dean's Council, and after informing the faculty of the other affected School.
- Thirdly, all of the degrees offered by the CPS would have the designation of "Professional Studies" so that those degrees would be clearly distinguished from degrees offered by other Schools of the University.

Professor Wilmarth added that this last point was quite consistent with the practice followed by University College at the University of Maryland.

Professor Wilmarth then reviewed the provisions of Resolution 01/12 in detail, concluding that it was the Committee's intention to be entirely consistent with the recommendations of the Joint Task Force Report, and to choose those items in the Report that it felt were so critical to the guarantee of faculty governance within the university that they should be included in the Faculty Code. Professor Wilmarth then invited questions.

Professor Nagy said that he had lived the first five years of his life without any rights at all as a refugee, and that he was very concerned about what he viewed, as a non-lawyer, but a person with eyes and ears, as pressure on the Bill of Rights. He said it seemed to him one small constraint against the erosion of the Bill of Rights is tenured faculty. He added that he felt compelled to vote against any scheme which institutionalizes a College without tenured faculty, and said he wondered how Professor Wilmarth as an attorney feels, and as a citizen, as he was sure that he had concerns about the Bill of Rights. Professor Wilmarth said that thought the Resolution just adopted by the Senate (01/11) certainly indicated the PEAFF Committee's strong belief that Article I.B.1. of the Faculty Code is absolutely central to the preservation of the University as an independent body of scholarship and teaching, and he added that, pragmatically, if the University wishes to become a premier research institution, the principle of tenure has to be defended and upheld. However, he said, the issue of whether or not the CPS would have untenured faculty was extensively discussed a couple of years ago, and the PEAFF Committee did not feel it was feasible or likely that it was possible to go back and revisit the recommendations of the Joint Task Force Report, which the Senate had previously approved in principle. By means of Resolution 01/12, he said, the PEAFF Committee

sought to constitutionalize key principles and provide protections that would prevent the CPS from undermining the concept of tenured faculty governance elsewhere in the University.

Professor Griffith said he would like to compliment the PEAFF Committee, not only on Resolution 01/12, but also upon the preceding Resolution. He said that he thought Resolution 01/12 does a very reasonable job of implementing the Joint Task Force Report that the Senate approved at an earlier point, and he didn't see any sense at all in trying to re-fight that battle, as it was argued about extensively. He added that he thought that the Faculty Senate eventually came to be persuaded that constructing the CPS in the way that the Task Force proposed was something it could live with, and the issue before the Senate was only whether or not the PEAFF committee has done a good job of implementing what was agreed to in principle when it approved the Task Force Report. The proposals seemed to him reasonable, and he said he had no objections to the proposed Resolution.

Discussion followed at some length by Professors McAleavey, Castleberry, Duff, Griffith, Simon, and Pelzman on technical amendments to the Resolution to provide for parallel language in the Whereas and Resolving Clauses, and clarify the role of the Vice President for Academic Affairs in mediating potential conflicts that might arise whenever a proposed new degree program of the CPS created an overlap with an existing degree program of another School. Upon motion made and seconded, the following changes were adopted in the wording of Section (i) of the Eleventh Whereas Clause of Resolution 01/12 (deletions noted in double strikethroughs and additions in italics):

- (i) It is essential to make clear in the Faculty Code that: (A) CPS may not initiate any degree program that would duplicate a degree program offered by another school, (B) CPS may not initiate any degree program that would substantially overlap with a degree program offered by another school, *unless the Dean's Council of the CPS has approved the proposed degree program and the Vice President for Academic Affairs approves* ~~has authorized~~ the proposed degree program ~~for CPS~~ after consulting with ~~the Dean's Council and informing~~ the faculty of the other school; (C) CPS may not confer any degree that duplicates a degree offered by another school, and each degree conferred by CPS (whether at the associate, bachelor or masters level) must carry the designation "of Professional Studies"; and (D) the Dean's Council is the faculty body within CPS that is primarily responsible for ensuring faculty participation in matters related to the appointment and promotion of faculty and the development of curricular offerings for CPS; and

Upon motion made and seconded, the following additional changes were adopted in the wording of Section 5. D. 3. of the Resolving Clause of Resolution 01/12 (deletions noted in double strikethroughs and additions in italics):

3. The College of Professional Studies shall not initiate a degree program that duplicates a degree program offered by another school. The College shall not initiate a degree program that overlaps substantially with a degree program offered by another school, unless (a) the Dean's Council of the College has approved that program, and (b) the appropriate corporate officer of the University has authorized the College to initiate that program after (a) consulting with the Dean's Council of the College and (b) informing the faculty of the other school.

Professor Yezer said that he did not understand why the language of the Resolution did not simply say that the Dean's Council needs to approve any program, because one possible interpretation might be that it did not have to approve any programs unless they overlap other programs. It also appeared possible, he said, to interpret the language as providing for consultation with other Schools only after the Dean's Council had approved a program, and he added that he thought this was not an attractive provision.

Professor Wilmarth then inquired of the Chair and the Senate whether or not it was clear that the language agreed upon had accomplished the goal of prohibiting the Dean of the CPS from establishing any curricular programs that had not been approved by the Dean's Council. The Chair and the members of the Senate nodded their assent.

The question was then called on the Resolution, as amended, a vote was taken, and the Resolution was adopted, as amended, with 16 in favor and 1 opposed. Professor Nagy asked that it be recorded that he voted against Resolution 01/12 on the grounds that, in a time when the Bill of Rights is under pressure, he believes that the proper role of the University is to increase the number of tenured professors, not to decrease it. (Resolution 01/12, as amended, is attached.)

IV. RESOLUTION 01/13, "A RESOLUTION REQUESTING ADMINISTRATIVE ACTION ON THE IMPLEMENTATION OF THE FACULTY SENATE'S RESOLUTION ON THE ESTABLISHMENT OF A 'COMPLIANCE LINE' "

Because Professor Robinson was called upon to assume the Chair upon Vice President Lehman's departure, she was unable to speak to the Resolution with her prepared remarks. The text of her prepared statement introducing Resolution 01/13 is included with these minutes.

On behalf of the Executive Committee of the Faculty Senate, Professor Pelzman moved the adoption of Resolution 01/9. He then made a statement, on behalf of the Executive Committee, supporting adoption of the Resolution, as follows:

On behalf of the Executive Committee, we bring this back up from our last month's meeting. You remember last month, we had Vice President Katz here and asked for clarification about the infamous compliance line and we in effect instructed him, and I believe the President of the University instructed him, to desist from using the compliance line. Well, it hasn't stopped as you can imagine. As a result of that and the fact that it is a clear violation of the Faculty Code, it infringes on our autonomy, it infringes on academic freedom, it infringes upon civility on this campus and it also sets up a slippery slope where the vice-president's office, or for this matter, the Vice-President and Treasurer's Office, can become an autonomous oligarch, setting up his own rules.

Given that this is troubling, we are asking for a suspension of the Compliance Line, and we want to get the President of the University to make sure that it's done now. This is not immediately defined as next week, or next month, but now. The phone line should have been cancelled a month ago, and it hasn't been. We can't physically go in there and do for him. But I think the President has to instruct him.

The resolution is fairly straightforward. It says, at the end, in terms of the Resolving Clause, that the President of the University is requested, officially, to tell the Vice-President and Treasurer to comply with the resolution of last month, Resolution 01/09, by suspending the compliance line and related procedures; and that the matter be referred to the Faculty Senate and all relevant components of the administration.

As a sideline, you see in front of you a letter from the Vice-President and Treasurer, which only arrived today. The day before yesterday, I was called by the General Counsel's Office to see what we could do as a resolution to this problem. And I think it's a little late to resolve the problem after the fact, that Vice President Katz is continuing to use this compliance line, which is completely outside the realm of the acceptable.

This is a very important issue. This is not a matter of a minor indiscretion by the administration. It's a major indiscretion and we ought to have it stopped. I turn the issue to you, any questions, for any additional comments from last time.

Professor Gupta informed the Senate that he had determined that the Compliance Line was still in operation ten minutes before the beginning of the Senate's meeting. Professor Yezer spoke in support of the Resolution, saying he found the situation unbelievable, he added that, certainly, the anonymous compliance line and program was not something the University would ever teach to its students as part of a management class.

The question was called, and a vote was taken. Resolution 01/13 was adopted by unanimous vote. (Resolution 01/13 is attached.)

Professor Griffith advised the Senate that, at its meeting on March 8th, Vice President Katz had expressed reluctance to suspend the compliance line in part because legal requirements dictated that anonymous complaints had to be allowed. He added that he had before him the Federal Ethics Report, which contains a paragraph on providing confidentiality for employees who report misconduct, and this suggests an alternative procedure, i.e., having an ombudsman who receives complaints and then is responsible for protecting the identity of the complainant and transferring the complaint to the proper place where it can be resolved. Professor Griffith said he thought the Vice President might wish to consider this possibility and look at alternative ways of trying to satisfy the requirement of protecting complainants in these matters.

ANNUAL REPORT OF THE FISCAL PLANNING AND BUDGETING COMMITTEE FOR THE FISCAL YEAR 2001

Professor Griffith began by saying that this Annual Report by the Fiscal Planning and Budgeting Committee was an effort to examine the University's budget and planning data and to try to present to the faculty information of particular interest. He then said that Professor Packer of the Biological Sciences Department had taken the lead in preparing this report with his assistance, and that of Professor Lang in Engineering. The report was approved by the whole committee, he added.

Professor Griffith pointed out that the text of the Report describes the information presented in the Appendices. The first information presented concerns the University's revenue stream, and increases in revenue. Revenue and expenses are presented in Appendix 1, and the breakout of the relationship between the net tuition and fee revenue, instructional expense, and so forth, is presented in Table 1 of Appendix 2. Appendix 3 outlines the Ten Year Expense Summary. The data presented in this Appendix contains actual fiscal data through FY 00, but from there forward, figures are estimated, even for FY 01.

Generally speaking, he continued, revenue has been growing from tuition, as has revenue from grants and contracts and auxiliary enterprises. Endowment support in the budget has also increased so that the net effect is that it appears the University is less tuition dependent; i.e. it is raising more revenue from other sources than it has in the past. Of more concern is that, on the expense side, instructional expense is growing much more slowly than net tuition. Tuition is going up at a rate of 57%; instructional expense is going up at about 27%; and general administrative expense has risen by 45%. So basically, the University's administrative expenses are growing at roughly twice the rate of instructional expenses.

Professor Griffith then described the change in the University's debt picture and observed that the University's debt rating was lowered by the principal debt rating firms

because of the substantial increase in its debt, which has risen from \$255 million in FY97 to about \$658.59 million in FY02. This is, he said, a pretty substantial increase. Approximately 59% of that debt is covered by specific revenues, as in building a residence hall where the rental charge for the room will essentially pay for the building. However, it still means that 41% of the debt service must be paid out of general operating expense, and this is a substantial burden on the operating budget.

Turning to the market value of the endowment, Professor Griffith said that given the bull market, it grew from \$416 million to \$701 million, but has now settled, as projected, at about \$675 million this year. Approximately 21% of the University endowment consists of real estate investments, which is considerably higher than the average, perhaps as much as three times the norm.

Appendices 8 and 9 deal with the Five Year Capital Budget which includes new projects such as a new building for the School of Business and Public Management, a 700-bed residence hall, and so on. \$6 million in renovations are slated for the hotel at One Washington Circle that are expected to make it competitive. Projects scheduled for completion in 2002 include the Law School additions, and a residence hall. Something like \$17.7 million will also be spent on athletic facilities at Mount Vernon College, which Professor Griffith said seems an enormous amount of investment in athletic facilities when the University is also simultaneously investing in so many different capital projects.

Professor Griffith then reviewed the enrollment picture. The largest single contribution to the budget stems from an 11.6% increase in the undergraduate enrollment. Even though the graduate enrollment decreased somewhat, increased tuition resulted in increases in revenue for graduate and other enrollments. However, the greatest increase in the budget is from the undergraduate component.

Professor Griffith then discussed the data on the increase in full-time faculty and noted that the replacement of limited service faculty increased by a very small amount. The University is making full-time faculty appointments, but many of them are contract, and not tenure-accruing, positions. This is, he added, a matter of concern to which several Committees of the Senate often pay attention.

Professor Griffith further observed that the undergraduate population grew by 31%, but the numbers of faculty in schools with undergraduate programs grew by only 18%. So while there is a very sharp increase in enrollments, and some additional faculty slots, in general the increases are not proportional.

Professor Griffith said that the FP&B Committee tried to be very conservative in the conclusions drawn from the information presented. A major conclusion reached by the Committee is that net tuition and pay revenue is increasing more rapidly than total academic expenditures and the cost of instruction. With respect to the capital budget, out of \$382.5 million in expenditures planned for the next five years, only about 40% are destined to fund

what the budget itself identifies as academic programs and research activities. The overall question, he said, is whether or not the University, with its expanding revenues, is reinvesting a significant enough portion of that back into the academic enterprise, as opposed to into the many other sorts of planned expenditures.

Turning to the Supplementary Report distributed at the meeting, Professor Griffith reviewed the disposition of additional revenues produced in FY 02 due to the enrollment of 300 additional freshmen (the over-enrollment). This would give the Senate a good idea, he said of the overall way in which increased revenues of the University are allocated. The increased revenue which came in above the budget projections as a result of the over-enrollment was \$8.3 million dollars. Since the University had to make very rapid arrangement to try to house the additional students, \$1.2 million was expended on that. \$1.4 million was allocated to Research Administration. This was something that really astonished the Committee, he said, because it was felt that research grants and the general activity of sponsored research was, if not a revenue producer, at least self-sufficient. This substantial increase was required because the University has been having to add positions in Sponsored Research, to provide more help, and to give guidance in dealing with increasingly complex regulations. There were also one-time increases: Mount Vernon Hall wasn't ready; technology took an additional \$.8 million; and administration (having to do mainly with the disruption last fall) and extra security all required increased funding. So, he said, before the University allocated any funds to academic affairs, it had allocated \$6.1 million.

Of the \$2.2 million allocated to Academic Affairs, Vice President Lehman informed the Committee that the money was spent in the following ways: 8 faculty were added in Columbian School and the Business School; there were additional contributions to GTA stipends and to health benefits for GRAs and GTAs; and 6 additional Graduate Teaching Fellows were added. There was a one time classroom upgrade. The University also allocated \$193,000 to the salary levels of assistant professors in order to bring their salaries back into the 80% percentile AAUP average, which the University is committed to maintaining. An additional \$74,000 was allocated to the Elliott School for unspecified purposes, and finally, another \$164,000 was set aside for added positions for CATS (Center for Academic Technologies). Professor Griffith concluded by saying he would be glad to take questions about the Report.

Professor Simon commented that Vice President Lehman had informed the Executive Committee that the retention of undergraduates earning their degrees has decreased, and he speculated that this might be related to the growth in revenue from tuition reflecting a growing number of students, and a corresponding lack of adequate growth in the number of faculty. That is, he said the growth in these two areas is not parallel. Professor Griffith said that he thought that retention had been going back up recently, but admitted that perhaps data furnished to the Committee was not recent enough to reflect that trend. Professor Simon also observed that while there is a great deal of discussion about GW becoming a Research I University, certainly the planned five-year commitment to growth in that area is negligible and will not achieve this end. The issue about research administration, he added, was that their financials were "in chaos." He also said that he found the faculty tally in the Report, at least

for the School of Medicine, difficult to comprehend, given the fact that there are 250 faculty in the Medical Faculty Associates alone. Professor Griffith said that the Committee was passing along figures furnished to it, but that in terms of the "chaos" in Sponsored Research, his impression was that this had much to do with the attempt to implement the new Oracle Financials System. Professor Simon replied that the described chaos pre-dated Oracle. Professor Griffith said that the Committee was given to understand that the chaos was something of an emergency situation, and was not due to mismanagement by the responsible administrator. Vice President Sigelman said she thought the reference was to grants and contract services, and it was true that the office was in difficulty before Oracle.

Professor Miller asked about the level of bad debt, which he said seemed very large, at \$4 million. Professor Griffith said he thought this was largely student borrowing defaults rather than bad business debts. Professors Miller and Griffith then discussed indirect costs and cost recoveries from research awards, and the possible relationship between revenues and expenditures in these areas.

Professor Yezer observed that it seemed the GW administration has decided that the increase in tuition revenue should go to pay for capital improvements rather than other things. Professor Griffith observed that there is significant growth in the student services area. The second category of spending showing significant growth is that which includes athletics, the student association, and probably the Health and Wellness Center. Certainly, he said, many of the capital expenditures undertaken by the University are administratively justified as needed in order for the University to remain competitive in attracting students. However, some recent studies are beginning to show that many of these expenditures are a relatively minor factor in the decisions of students choosing which educational institution they will attend. Professor Griffith then said he was astonished to read in The Hatchet that the University Security Office has something like \$600,000 hidden in its budget to fund the shuttle bus that takes students, as best he can tell, from GW to bars and back. Professor Griffith then said the FP&B Committee welcomes queries from the faculty and is interested in hearing about which areas of the budget particularly interest the faculty.

Professor Robinson then complimented Professor Griffith and the Committee on this Annual Report. Professor Harrington also said he thought the Report was very well done and deserved everyone's appreciation in the form of a round of applause, which followed.

As a final note, Professor Gallo made the observation that the SPHHS has added eleven faculty positions over the past four years. All else unchanged, she added, if it could add an additional eleven tenure/tenure-track positions, then the School would find itself in compliance with the provisions of Resolution 01/11, and with Article I.B.1. of the Faculty Code.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

BRIEF STATEMENT OF PROFESSOR NAGY

Professor Nagy informed the Senate that he was ill and asked if he could be allowed to make his brief statement at this point in the meeting, so that he could leave. He was allowed to do so, and asked that his statement be included in the minutes of the meeting. Professor Robinson indicated that the record of the meeting would include his statement. (The statement is attached.)

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF MEMBERS OF THE EXECUTIVE COMMITTEE FOR THE 2002-03 SESSION

On behalf of the Nominating Committee, Professor Gallo moved the nomination of the following nominees for election to the Executive Committee for the 2002-03 Session: Professor Lilien F. Robinson (CSAS) as Chair; Professors Robert J. Harrington (SEAS), Gary L. Simon (SMHS), Lynda L. West (GSEHD), Arthur E. Wilmarth, Jr. (GWLS), and Philip W. Wirtz (SBPM). Professor Gallo noted that the Elliott School of International Affairs had not yet elected a Senate member for the 2002-04 session, but that when this faculty member was chosen, that person would be nominated for election to the Executive Committee, as Professor Pelzman had served three years and was ineligible for re-election. The entire slate was approved.

II. NOMINATION FOR ELECTION OF NOMINEES TO THE DISPUTE RESOLUTION COMMITTEE

On behalf of the Executive Committee, Professor Robinson moved the nominations for election of the following nominees to the Dispute Resolution Committee for three-year terms commencing May 1, 2002: Professors Robert J. Cottrol (GWLS), Nicholas Kyriakopoulos (SEAS), and Gary L. Simon (SMHS). No nominations were made from the floor, and the slate was approved. Professor Robinson noted that the Senate would need to elect another member and a Chair for the Dispute Resolution Committee at the next meeting.

III. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the nominations of the following faculty members for appointment by the President to the following Administrative Committees: University Hearing Board: David J. Goodenough and Charis Kubrin; Marvin Center Program Board: Catherine Turley; Marvin Center Governing Board: Tarek El-Ghazawi, Stephen McGraw, and Bradley W. Sabelli. No nominations were made from the floor, and the nominees were elected.

IV. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

V. INTERIM REPORTS OF SENATE STANDING COMMITTEES

There were no Interim Reports.

BRIEF STATEMENTS (AND QUESTIONS)

Professor McAleavey said that since his term on the Faculty Senate expired with the April meeting, he wanted to take the opportunity to say it had been a pleasure serving with his colleagues on the Senate, and he thanked them all very much. In addition to saying thanks and farewell, he added, he thought it might be useful in the future for the Executive Committee to assign to some future committee of the Senate an issue with which he had been preoccupied for some twenty years, and that is the issue of faculty structure and governance with regard to the use of part-time faculty. The number of part-time faculty is not important for every department, he added, but it is an issue in his department – English. This is one reason, he said, that he had urged Vice President Lehman to report on the presence of part-time faculty in his reports to the Senate. It also seems, he said, that both the Faculty Code and the Faculty Senate are primarily concerned with tenured and tenure track faculty, and scant attention is paid to the University's great reliance on part-time faculty. Professor McAleavey concluded by saying that he thought it would be a good thing for the University to find some way to tabulate and protect the full-time-equivalents (FTE's) of the part-time faculty, and this would also be good for the full-time faculty as well.

Professor Robinson said that she agreed with Professor McAleavey, and had in fact received a communication from Professor Kennedy, Chair of the Appointment, Salary, and Promotion Policies Committee, which was examining this issue. Professor Griffith said that the Fiscal Planning & Budgeting Committee had collected some data on the subject which was not included in its Annual report. His Committee, he said, was interested in determining whether or not the FTE of limited service faculty had been growing significantly. When the data was translated into FTE's, the Committee found that the total has grown rather modestly from 1997 to 2001, from a total FTE of 476, to 492. The picture in the various schools is mixed, he added, with Columbian and the Medical School's totals decreasing. The total FTE's have increased in the Law, Public Health, Education, and Business Schools.

Professor McAleavey reiterated that if 450 of the faculty out of 1200 were part-time, that amounted to nearly one-third of the faculty, and said again that he thought it might be beneficial for the Senate to examine the issue of possibly extending some of the benefits of the Faculty Code to these faculty. Discussion followed on the subject by Professors McAleavey, Robinson, and Griffith. Professor McAleavey concluded the discussion by saying that because

there was no consensus between the schools about part-time faculty and there were different kinds of part-time faculty, this was precisely the reason why examining the issue with a view toward including this group in the percentage-of-rank categories in the Faculty Code would be a good idea.

Professor Haque then rose to recognize the achievements of students in the School of Engineering and Applied Science. He said that as Faculty Advisor, it gave him great pleasure to share with the Senate the news that the GW Students' Steel Bridge Team once again won the Regional Championship held last week in Washington, D.C. The team achieved the first position in all of the seven categories of the contest in which the competing teams were judged, and this is their third Regional Championship victory in a row. He concluded by saying that this remarkable effort deserves recognition, as does the support of the School of Engineering and Applied Science in promoting students' extracurricular activities.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, Professor Robinson, (who assumed the Chair upon Vice President Lehman's departure) adjourned the meeting at 5:00 p.m.


Dennis L. Geyer
Secretary

A RESOLUTION TO DEVELOP A REVISED STUDENT EVALUATION OF COURSES
(01/10)

WHEREAS, the Student Association has proposed joining, in some fashion, its "Academic Update" student evaluation of courses to the teaching evaluations conducted by the faculty under the auspices of the Vice President for Academic Affairs, in order to obtain wider participation, bringing greater usefulness to the student evaluation process; and

WHEREAS, the Joint Committee of Faculty and Students (JCFS) supports making data from student evaluations of courses available to students and faculty, while preserving, where desired, confidential departmental or school evaluations of teaching, for use in the annual reviews of the faculty; and

WHEREAS, the JCFS believes that only a reliable, well-crafted set of "Academic Update" surveys will be useful, and that the development of such surveys ought not be treated lightly; and

WHEREAS, the JCFS, while it does not in its regular membership possess sufficient expertise to craft such surveys, should nonetheless establish general guidelines for such surveys and is the rational place for at least initial approval of such surveys; NOW, THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Vice President for Academic Affairs, in consultation with the Faculty Senate Executive Committee, appoint an expert panel, including both students and faculty, charged with creating a workable set of surveys, to be presented to the JCFS for initial approval by the end of February, 2003, so that the JCFS, if it approves the surveys, may present them with a resolution for their adoption by the University to the Faculty Senate before the end of the 2002-03 term of the Faculty Senate; and

That the expert panel be charged with creating differing versions of the "Academic Update" keyed into the most common types of courses offered at the University, including, for example, large lectures; lecture-discussion courses; studio/workshop courses; seminars; laboratories; and recitation or discussion sections; and

That the expert panel be charged with examining both existing GW survey instruments and similar survey instruments at comparable universities, and with soliciting and incorporating feedback from the various divisions of the University; and

That the expert panel, while focusing its attention on undergraduate education, endeavor to determine whether any of the graduate or professional schools or programs would wish to participate in a University-wide effort to publish student evaluations of courses; and
That once the panel has done its work, and the JCFS endorsed the result, the Faculty Senate will take the opportunity to review the proposed surveys, considering what value publishing student evaluations of teaching might have for the University in terms of engendering a spirit of good

evaluations of teaching might have for the University in terms of engendering a spirit of good will between faculty and students and leading toward the gradual further improvement of our educational environment; and

That if the Faculty Senate approves new procedures for collecting and publishing student evaluations, some portion of the cost of such evaluation be assumed by the Administration.

Submitted for the Joint Committee of Faculty and Students
by David McAleavey, Department of English,
March 1, 2002

Adopted, as amended, March 8, 2002

A RESOLUTION TO BRING THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES INTO COMPLIANCE WITH THE FACULTY CODE WITH RESPECT TO TENURED AND TENURE-ACCRUING APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY (01/11)

- WHEREAS,** the Statement of Principles on Academic Freedom and Tenure (1940, as amended), adopted jointly by the Association of American Colleges and Universities and the American Association of University Professors, recognizes that tenure ensures “freedom of teaching and research” and is therefore “indispensable to the success of an institution [of higher education] in fulfilling its obligations to its students and to society”;
- WHEREAS,** Article I.B.1. of the Faculty Code requires that no fewer than 75% of the regular, active-status faculty members in each school must be either tenured or have tenure-accruing appointments, except for (i) faculty in the Law School and (ii) faculty in the Medical Center who are “stationed at affiliated institutions”; and
- WHEREAS,** Article I.B.1. of the Faculty Code requires that no fewer than 50% of the regular, active-status faculty members in each department must be either tenured or have tenure-accruing appointments, except for (i) faculty in the Law School and (ii) faculty in the Medical Center who are “stationed at affiliated institutions”; and
- WHEREAS,** the foregoing provisions of Article I.B.1. of the Faculty Code are intended to ensure that most faculty members will have the opportunity to obtain tenured status and, accordingly, will have strong incentives to achieve excellence in teaching, engage in research and produce scholarly works while maintaining appropriate standards of scholarly rigor, independence and objectivity; and
- WHEREAS,** the School of Public Health and Health Services (“SPHHS”) is a school that is subject, without exception, to the requirements of Article I.B.1. of the Faculty Code; and
- WHEREAS,** the Committee on Professional Ethics and Academic Freedom (“PEAF”) of the Faculty Senate has studied the composition of the regular, active-status faculty of SPHHS; and
- WHEREAS,** the PEAF Committee has determined that SPHHS and almost all of its departments are out of compliance with the foregoing provisions of Article I.B.1. of the Faculty Code, because at present (i) less than 40% of the regular, active-status faculty members of SPHHS are tenured, (ii) none of the regular, active-status faculty members of SPHHS has a tenure-accruing appointment, and (iii) except in one department, a majority of the regular, active-status faculty members in each of the departments of SPHHS do not have either tenured or tenure-accruing appointments;

WHEREAS, the PEAFC Committee has determined that SPHHS and almost all of its departments have been out of compliance with the foregoing provisions of Article I.B.1. of the Faculty Code since SPHHS was established in 1997;

**NOW THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE
GEORGE WASHINGTON UNIVERSITY**

1. That the Dean of SPHHS shall take immediate steps to develop a plan that will bring SPHHS and each of its departments into compliance with Article I.B.1. of the Faculty Code.
2. That such plan shall be developed in consultation with the faculty of SPHHS and shall be completed and adopted by SPHHS not later than the end of the Fall semester of 2002.
3. That such plan shall bring SPHHS and each of its departments into compliance with Article I.B.1. of the Faculty Code not later than the beginning of the Fall semester of 2007.
4. That, beginning in January 2003, the Dean of SPHHS shall provide annual reports to the Executive Committee of the Faculty Senate regarding the progress made by SPHHS and each of its departments in achieving compliance with Article I.B.1. of the Faculty Code in accordance with this resolution.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 5, 2002

Adopted, 4/12/02

**A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE
WASHINGTON UNIVERSITY WITH RESPECT TO THE COLLEGE OF
PROFESSIONAL STUDIES (01/12)**

WHEREAS, in its Resolution 99/5, the Faculty Senate approved the creation of a Joint Faculty/Administration Task Force (the "Task Force") to prepare a proposal for a new College of Professional Studies ("CPS");

WHEREAS, the second resolving clause of Resolution 99/5 stated that the Faculty Senate would evaluate the Task Force's proposal in terms of four factors, including "(c) ensuring the regular faculty's Code-guaranteed roles in initiating faculty appointments, and in overseeing all curricular developments, especially of for-credit courses and programs; and (d) further ensuring that any new degrees are authorized and approved in accordance with the spirit of the University-approved Faculty Senate policy on interschool programs (Resolution 97/7);" and

WHEREAS, the Task Force submitted a "Final Report" dated 1 September 2000 (the "Task Force Report"), which stated, on page 7, that the new CPS could "open new avenues for teaching and scholarship" and could "offer a setting for interdisciplinary work unlike any existing structure within the University, especially in strategic partnerships with research-based or information-based corporate leaders," but the Report also warned that "[t]he downside risk, especially the possibility that existing [University] programs will be cannibalized, may be realized if [CPS] is poorly or secretly administered"; and

WHEREAS, pages 10-12 of the Task Force Report set forth a proposed governance structure for CPS, including a "Dean's Council" that would advise the Dean of CPS on all academic matters and facilitate participation by faculty members (especially from the schools affected most directly by CPS) on matters related to the appointment of faculty and development of curricular offerings for CPS; and

WHEREAS, page 10 of the Task Force Report stated that (i) six members of the Dean's Council would be tenured faculty members of the six schools affected most directly by CPS and would be elected by the faculties of their respective schools, and (ii) the other six members of the Dean's Council would be appointed by the Dean of CPS as follows: (A) three chairs of departments of other schools with faculty members participating in the curricular offerings of CPS, and (B) three non-tenure-accruing faculty members participating in the curricular offerings of CPS; and

WHEREAS, page 14 of the Task Force Report declared that "CPS must not duplicate existing degree programs or add redundant programs," and, accordingly, pages 9 and 11-12 stated that: (a) CPS should not initiate a degree program that would duplicate an existing degree program offered by another school, but CPS should instead

work in conjunction with that other school in providing curricular offerings in the subject area covered by the other school's existing degree program, and (b) in the event of a "conflict" resulting from a substantial overlap between CPS' curricular offerings and an existing degree program offered by another school, "the Vice President for Academic Affairs will resolve the issue, after full and transparent consultation with the relevant faculty"; and

WHEREAS, page 9 of the Task Force Report stated that "CPS will not have the authority to offer degrees that duplicate any existing degree program at the University", and page 12 stated that "[i]f it is determined that CPS should offer its own degree, . . . [t]he degree would be in 'Professional Studies' and could be granted at the associate, bachelors, or masters level";

WHEREAS, pages 12-13 of the Task Force Report proposed various amendments to the Faculty Code to accommodate the suggested faculty composition and governance structure of CPS, including (i) an exemption from Article I.B.1. of the Code, which limits the percentage of non-tenure-accruing faculty that may be appointed in any school, and (ii) amendments to other provisions of the Code to specify that the Dean's Council would be the faculty body within CPS that would be responsible for ensuring faculty participation in the appointment of faculty and development of curricular offerings for CPS; and

WHEREAS, in its Resolution 00/3, the Faculty Senate expressed its "approval in principle of the [Task Force] Report" and agreed, upon acceptance of that Report by the University's Board of Trustees, "to draft and consider amendments to the Faculty Code consistent with the Joint Faculty/Administration Task Force's recommendations"; and

WHEREAS, the Board of Trustees has approved the creation of CPS, and the Dean of CPS has requested that the Faculty Senate consider and approve amendments to the Faculty Code similar to those proposed on pages 12-13 of the Task Force Report; and

WHEREAS, the Faculty Senate is prepared to approve amendments to the Faculty Code consistent with the recommendations of the Task Force Report, and, in that regard, the Faculty Senate believes that:

- (i) It is essential to make clear in the Faculty Code that: (A) CPS may not initiate any degree program that would duplicate a degree program offered by another school, (B) CPS may not initiate any degree program that would substantially overlap with a degree program offered by another school, unless *the Dean's Council of the CPS has approved the proposed degree program* and the Vice President for Academic Affairs ~~approves~~

has authorized the proposed degree program ~~for CPS~~ after consulting with ~~the Dean's Council and informing~~ the faculty of the other school; (C) CPS may not confer any degree that duplicates a degree offered by another school, and each degree conferred by CPS (whether at the associate, bachelor or masters level) must carry the designation "of Professional Studies"; and (D) the Dean's Council is the faculty body within CPS that is primarily responsible for ensuring faculty participation in matters related to the appointment and promotion of faculty and the development of curricular offerings for CPS; and

- (ii) In view of the special role of the Dean's Council within CPS, the Dean's Council should be required to submit an annual report to the Faculty Senate describing how the Dean's Council has facilitated faculty participation in the foregoing matters and has addressed issues arising out of potential substantial overlaps between degree programs offered or proposed to be offered by CPS and degree programs offered by other schools;

**NOW THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE
GEORGE WASHINGTON UNIVERSITY**

That the Faculty Code of the George Washington University be amended as follows (deletions noted in brackets and additions underlined):

1. Amend Article I.B.1. of the Faculty Code by changing the final clause thereof to read as follows: "nor to the [faculty] faculties of the Law School or of the College of Professional Studies."
2. Amend Article IV.D. of the Faculty Code by inserting the following new paragraph 3:

"3. In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this Part D."
3. Amend Section B.2. of the Procedures for the Implementation of the Faculty Code (the "Procedures") by inserting the following new sentence at the end thereof: "In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this paragraph 2."
4. Amend Section C.2.b. of the Procedures by inserting the following new sentence at the end thereof: "In the College of Professional Studies, the

special faculty committee performing this function shall be appointed jointly by the Vice President for Academic Affairs and the deans of the schools whose programs are most directly affected by the College of Professional Studies.”

5. Amend Section D. of the Procedures to read as follows:

“D. Faculty Participation in Action Concerning Curriculum

1. The regular, active-status faculty members of the rank of assistant professor and higher of each school shall establish procedures for their participation, directly or through elected standing committees, in decisions relating to the addition, revision, or elimination of curricular offerings. In the College of Professional Studies, the Dean’s Council shall establish procedures for faculty participation in such decisions.
2. At least half of the members of the Dean’s Council of the College of Professional Studies shall be tenured faculty members of the schools affected most directly by the College, and those members of the Dean’s Council shall be elected by the faculties of their respective schools.
3. The College of Professional Studies shall not initiate a degree program that duplicates a degree program offered by another school. The College shall not initiate a degree program that overlaps substantially with a degree program offered by another school, unless (a) the Dean’s Council of the College has approved that program, and (b) the appropriate corporate officer of the University has authorized the College to initiate that program after (a) consulting with the Dean’s Council of the College and (b) informing the faculty of the other school.
4. The College of Professional Studies shall not confer any degree that duplicates a degree offered by another school. Each degree conferred by the College (whether at the associate, bachelor or masters level) shall carry the designation “of Professional Studies.”
5. Prior to the end of each academic year, the Dean’s Council

of the College of Professional Studies shall submit a written report to the Faculty Senate. Each annual report shall describe the procedures established and other actions taken by the Dean's Council to: (a) facilitate faculty participation in the appointment and promotion of faculty members, and in decisions relating to the addition, revision, or elimination of curricular offerings, of the College; and (b) address issues arising out of potential substantial overlaps between degree programs offered or proposed to be offered by the College and degree programs offered by other schools."

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 5, 2002

Adopted, as amended, April 12, 2002

**STATEMENT ON THE COMPLIANCE LINE RESOLUTION (01/13): Prepared by
Lilien F. Robinson on behalf of the Executive Committee of the Faculty Senate**

This Resolution revisits the matter of the Compliance Line, its establishment and related procedures because:

Such actions, devoid of any faculty consultation, as required by the Faculty Code, infringe on the personal autonomy, reputations and academic freedom of our entire community.

Therefore, the Resolution, calling for suspension of such actions, becomes a matter of urgency and immediacy, not associated with all matters taken up by the Faculty Senate.

Most resolutions do not require immediate action or response by the President and/or the Board, as is the case of changes to the Faculty Code. Ordinarily, the Senate is advised by the President of the status of resolutions at the beginning of June.

Our March 8th Resolution was in response to faculty concerns throughout the University. It was passed unanimously and with some emotion. It requested suspension of the Compliance Line and all related procedures and that the Administration refer it to the Faculty Senate and relevant components of the Administration for further study.

The Compliance Line was still in operation yesterday evening with delays in response due to the heavy volume of calls. It is in operation today as well.

Further, until this morning's faxed memorandum from Vice President Katz, no steps were taken to contact the Faculty Senate to begin work with the Administration on this matter.

In view of the above, the President's official intervention is being requested.

A RESOLUTION REQUESTING ADMINISTRATIVE ACTION ON THE
IMPLEMENTATION OF THE FACULTY SENATE'S RESOLUTION ON THE
ESTABLISHMENT OF A "COMPLIANCE LINE" (01/13)

WHEREAS, on March 8, 2002, the Faculty Senate expressed serious concern regarding the establishment of a "compliance line", and

WHEREAS, that action was in violation of the University's system of shared governance and its controlling document, the Faculty Code, which requires consultation with faculty on policies and procedures affecting the discharge of their responsibilities, and

WHEREAS, by unanimous vote the Faculty Senate requested that the "compliance line" and related procedures be suspended and the matter be referred for further study by the Faculty Senate and all relevant components of the administration of the University, and

WHEREAS, the "compliance line" is still in operation and no steps have been taken to refer the matter for study by a joint group composed of members of the Faculty Senate and the administration, NOW, THEREFORE

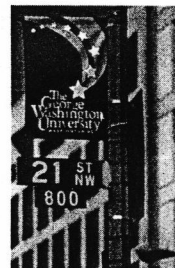
BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY

That the Faculty Senate requests that the President of the University officially direct the Vice President and Treasurer to comply with Resolution 01/9 by suspending the "compliance line" and related procedures and that the matter be referred to the Faculty Senate and all relevant components of the administration

Executive Committee of the Faculty Senate
March 29, 2002

Adopted, April 12, 2002

**The George Washington University
School of Business and Public
Management
State of the School
Spring 2002**



Susan M. Phillips, Dean

SBPM Vision

**To be recognized nationally and
internationally as an outstanding
center for managerial education
and research**

SBPM Mission

Our mission is to serve current and future leaders, managers and professionals in the global community by offering superior learning opportunities in business and public management; engaging in research and other scholarly activities to advance management theory and practice; and providing management and professional expertise to business, government and not-for-profit organizations.

Strategic Goals

Goal 1 Develop and maintain an intellectual community of faculty, staff, students, alumni, and management professionals that takes pride in the accomplishments of the School, and continually strives to achieve excellence.

Goal 2 Provide an outstanding educational experience for our students.

Goal 3 Engage in research and service activities that advance management theory and practice.

Goal 4 Provide service to the Greater Washington, DC, community, leading domestic/global businesses, universities, and governments, and SBPM alumni through partnerships.

SBPM Key Core Competencies



School Overview Enrollment Trends



Quick Metrics

**SBPM Unduplicated Enrollment Fall 2001:
3,655 enrolled in management degree programs**

- **1,478 undergraduates (40.4% of SBPM population)**
- **2,035 masters students (55.7% of SBPM population)**
- **142 doctoral students (3.9% of SBPM population)**

Numbers as of October 23, 2001; Source: Institutional Research

SBPM's Share of Unduplicated Enrollment Fall 2001

In 2001-2002, GW has 21,474 total students

- | | |
|-----------------------------|--------------|
| ■ Undergraduate (full-time) | 16.8% |
| ■ Masters | 37.5% |
| ■ Doctoral | 7.3% |
| ■ Total | <u>17.0%</u> |

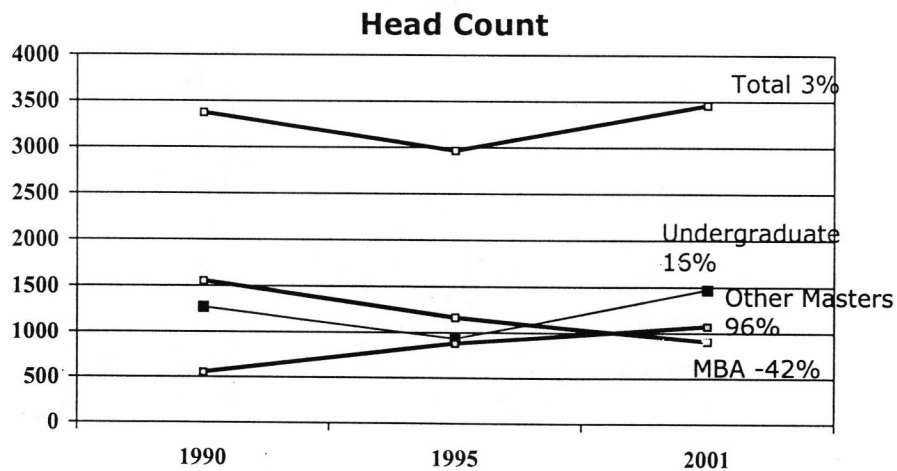
Numbers as of October 23, 2001; Source: Institutional Research

Enrollment Growth (Headcount) Fall 2001 (vs. Fall 2000)

	<u>SBPM</u>	<u>GW</u>
■ Undergraduate (full-time)	7.9%	11.0%
■ Masters	7.5%	5.6%
■ Doctoral	6.7%	2.4%

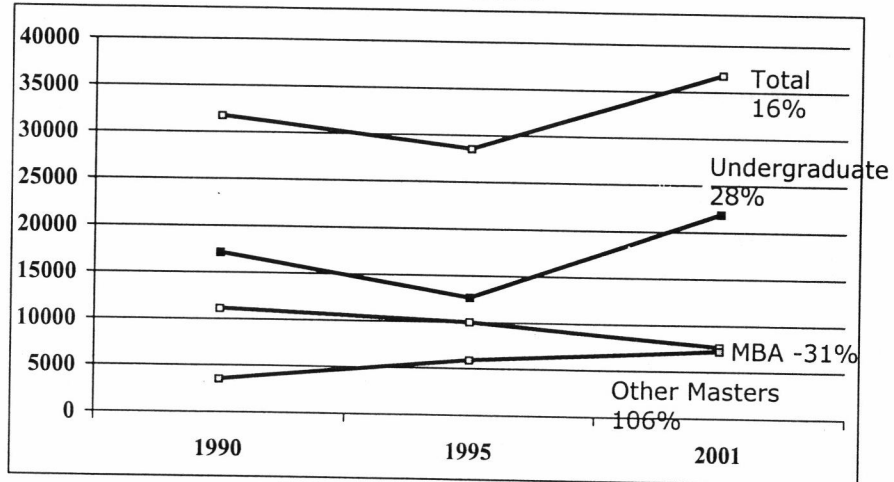
Numbers as of October 23, 2001; Source: Institutional Research

**GW School of Business and Public Management
Masters and Undergraduate Student Enrollment
Numbers as of October 5, 2001 (Fall Census)
Percents Denote Change from 1990 - 2001**



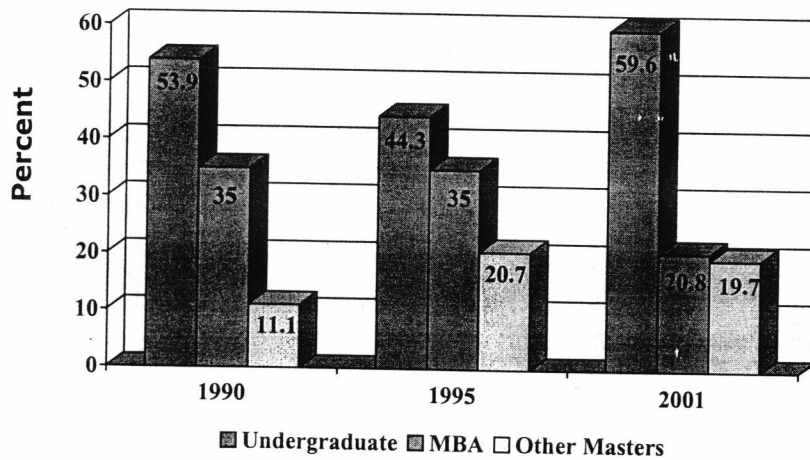
**GW School of Business and Public Management
Masters and Undergraduate Student Enrollment
as of October 5, 2001 (Fall Census)
Percents Denote Change from 1990 - 2001**

Credit Hours



**GW School of Business and Public Management
Masters and Undergraduate Student Enrollment
as of October 5, 2001 (Fall Census)**

Credit Hours



GW Undergraduate Business Programs

	<u>1995</u>	<u>2000</u>	<u>2001</u>
Total Enrolled	913	1,367	1,478
Entering Class	152	320	353
Average SAT	1157	1220	1215
% Female	35	48	35

Numbers as of October 23, 2001; Sources: Institutional Research, SBPM
Undergraduate Program Office

GW Graduate Business Programs

Doctor of Philosophy

MBA

- full-time
- professional (part-time)
 - flexible
 - accelerated
- executive

Specialized Masters

- accountancy
- finance
- information systems
- project management
- public administration
- public policy
- tourism administration

GW Full-Time MBA Program

	<u>1995(est)</u>	<u>2000</u>	<u>2001</u>
Total Enrolled	555	336	280
Entering Fall Cohort	153	111	131
Average GMAT	530	606	600
Average Age		27	27.3
Years of Work Exp.		4.42	4.6
% Female		26	46
% International	70	40	44

Specialized Graduate Programs Metrics

Fall 2001

<u>Program</u>	<u>Total Students</u>
Accountancy	70
Acquisition Management	6
Finance	114
Information Systems	451
Project Management	242
Public Administration	105
Public Policy	20
Tourism Administration	122

Numbers as of October 5, 2001;
Source: Banner

School Overview Faculty



SBPM Faculty

	Male	Female	Total
Total Number of Full-Time Faculty Members	98	32	130
Number of FT Tenured Faculty Members	61	11	72
Number of FT Untenured Faculty Members on Tenure Track	15	9	24
Number of FT Non-Tenure Track Faculty Members	22	12	34
FTE Part-Time Faculty			28.25
Total FTE Faculty			158.25

Numbers as of October 1, 2001. Source: SBPM Report to AACSB International

Faculty Overview

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Regular Active Status Faculty (FT and TT)	110	111	116	120	122	130
Unpaid Service Faculty	71	74	81	82	76	99

Source: Academic Affairs

Accreditations

**Reaffirmation of AACSB International
Accreditation -- 1999**

**Initial Accreditation for Accountancy
Programs -- 1999**

**Reaccredited by National Association
of Schools of Public Affairs and
Administration -- 2001**

School Overview Research



GW Business Research Centers

**Center for Excellence in
Municipal Management**

**Center for Law Practice
Strategy and
Management**

**Center for Real Estate
and Urban Analysis**

**International Institute
of Tourism Studies**

**Institute for Global
Management and
Research**

- **Center for Latin
American Issues**
- **European Union
Research Center**

Institute for Global Management and Research

- Publishes Global Management Research Working Papers Series
 - 8 working papers published in 2000 – 2001
 - one was discussed in *BusinessWeek*
 - two published so far in 2002
- Research Projects
 - Economic Sanctions (with Professors Askari, Forrer, Teegan, and Yang)
 - Privatization & Competition as Reform (with Professors Forrer, Kee, and Weiner)
- Works with Individual Faculty
- Works with CLAI and EURC
- Publishes monthly "Financial Economic Highlights and Trends" (with Professor Handorf)
- Director, John Forrer, appointed head of GW's Center for the Study of Globalization
 - U.S. Congress founded the four university consortium
 - Appropriated \$2.5 million
 - GWCSG has provided funding totaling \$166,000 for 8 research projects in SBPM; Management faculty were funded to investigate financial and political risk measurements, the spread of management theories, and economic sanctions, as well as other topics.

Center for Excellence in Municipal Management

- Leadership Training
 - Administers PEMM, an accredited 13-month executive education program in leadership and public management for senior officials from D.C. government agencies and public schools
 - Launched an executive education program similar to PEMM for the Metropolitan Washington Council of Governments. Mid- and senior-level managers from the 17 area governments are being trained
 - Works directly with District agencies to deliver targeted training programs in leadership, team-building, and organizational change designed for specific agencies (e.g. D.C. Public Library, Dept. of Human Services)
 - Contemporary Executive Development Program providing training to senior executives in federal agencies moved to CEMM
 - Received \$250,000 from Congress to deliver senior executive development training for D.C. employees and analyze the impact of PEMM graduate reform projects
- Research and Publications
 - CEMM Working Paper and Case Study Series publishes about leadership, management, and municipal transformation (one paper was used by Congress to put the District's per capita debt load in perspective)
 - Publish articles about state and local government issues in *The Public Manager*, a leading practitioner journal
 - Facilitated research about leadership perspectives of Washington metropolitan-area public managers
 - Working with Office of Chief Financial Officer (of D.C.) to develop a semi-annual consumer confidence/government confidence instrument for the District of Columbia

Strategic Initiatives



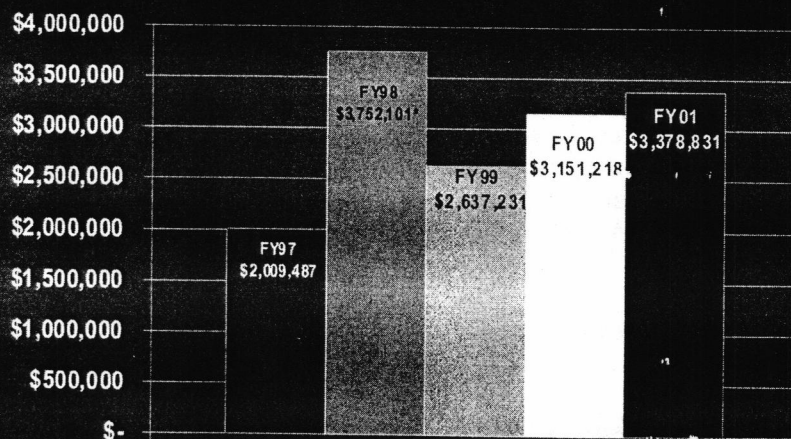
Challenges for GW Business Programs

- **Changing enrollment mix**
- **Increased competition in Washington area
(30+ institutions offering management programs)**
 - **University of Maryland**
 - **Johns Hopkins University**
- **Attracting and retaining top faculty**
- **Building graduate career services**

Development Update



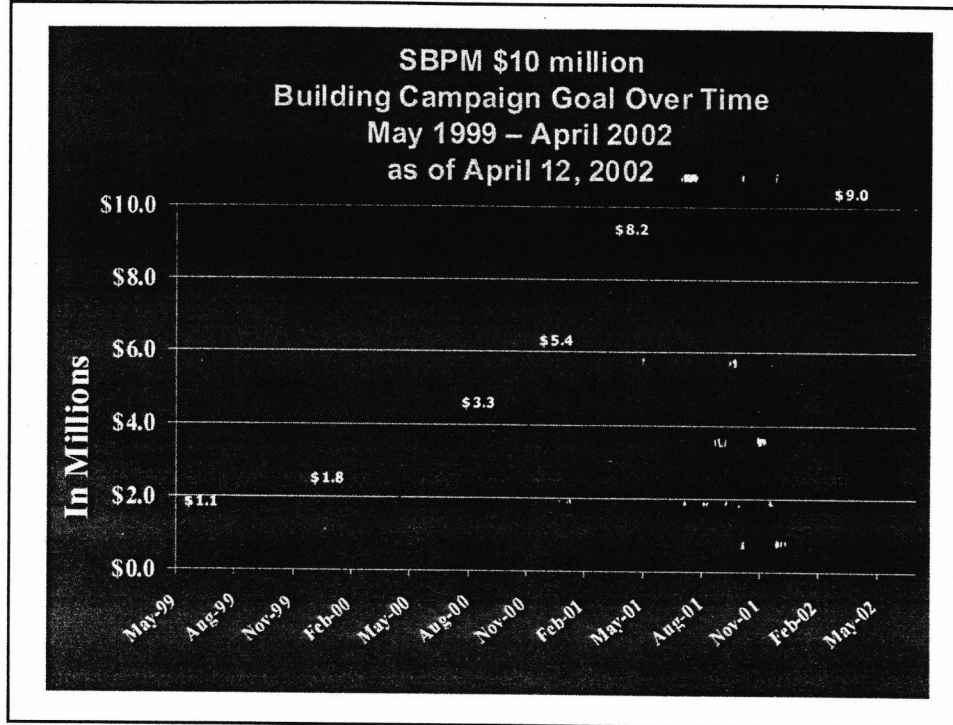
Five-Year Total SBPM Giving FY97 – FY01



Gifts Received

Total Giving amounts reflect all contributions to Current Operations, Capital and other Endowed Funds

*Includes special drives for the F. David Fowler Career Center and the Center for Excellence in Municipal Management totaling \$1.5 million



Opportunities for GW Business School

**Ahead of Fundraising Goal for New \$45M
Complex**



New Initiatives and Strategic Directions

- Management Technology/Information Systems
 - Distance Education: New Initiatives
 - Information Systems: Exploring new undergraduate program
- International Business Research
 - Marketing and Trade Implications of Globalization
 - International Capital Markets and Accounting
- Public Administration and Policy Analysis
 - Business and Public Policy Issues
 - Nonprofit Management
 - Environmental/Social Sustainable Management Practices
- Improved Teaching

External Recognition for GW Management Programs

Programs

- 19 **Masters of Public Administration and Masters of Public Policy Programs**
(U.S. News & World Report, April 2002)
- 25 **Part-Time MBA Programs**
(U.S. News & World Report, April 2001)
- 44 **Undergraduate Business Programs**
(U.S. News & World Report, September 2001)
- Top 70 **MBA Programs**
(BusinessWeek, October 2000; Updated every other year)

GW's Master of Tourism Administration and Master of Science in Project Management are ranked among the Best Online Graduate Programs in Business by U.S. News & World Report (2001 – 2002)

External Recognition for GW Business Programs

Specialties

- Top 5** "Cutting-Edge MBA Programs" for leadership in training MBA students in environmental management skills. (*Beyond Grey Pinstripes*, 2001 – 2003)
- 12** Undergraduate Business Program Specialties: International Business
(*U.S. News & World Report*, September 2001)
- 16** Public Affairs Specialties: Public Management/Administration
(*U.S. News & World Report*, April 2001; Updated every two years)
- 20** Graduate Business Specialties: International Business
(*U.S. News & World Report*, April 2002)
- 42** Business Schools for Entrepreneurs
(*Success*, February/March 2001)

External Recognition

OTHER HONORS

•In October 2001, the National Association of Schools of Public Affairs and Administration (NASPAA) awarded one of SBPM's faculty members the Elmer Staats Teaching Award, the most prestigious teaching award in the public administration discipline.

•Former Virginia Governor James Gilmore honored five GW MBA students with the 2001 Governor's Award.

•For two consecutive years (2001 and 2002), a GW senior studying marketing has been recognized by the American Advertising Federation as among the 25 Most Promising Minority Students.

•The National Academy for Public Administration (NAPA) honored one of GW's students as the Best Public Administration Student in 2000.

•NASPAA awarded one of GW's Ph.D. graduates with the 2000 Annual Dissertation Award. It was the first time a GW student has won.

GW Business School Partnerships



FISCAL PLANNING & BUDGETING COMMITTEE

Supplementary Report (4/12/02)

In the current fiscal year (FY 02), additional enrollment produced revenues in excess of those budgeted totalling: \$8.3m.

According to the Treasurer's Office, these monies were allocated as follows:

Housing for Additional Students	\$2.1m
Research Administration	1.4
One-time increases (repl. lost income MVC hall)	1.2
Technology	0.8
Administration (demonstrations, extra security)	0.6

SUBTOTAL: 6.1m

Academic Affairs (allocation as reported by VP Lehman: \$2.2m

For 8 added faculty in CCAS and 1 in SBPM:	1,070,000
For more competitive GTA stipends per sem	250,000
Contrib. to health benefits for GRAs & GTAs	200,000
6 Additional grad. teaching fellows	120,000
Classroom upgrade (one-time)	250,000
For Assist. Prof. Salaries/80 th AAUP level	193,000
To Elliott School	74,000
Added positions for CATS	164,000

For text of the full report, please see attachments to the Agenda of the April 12, 2002 meeting or go to: http://www.gwu.edu/~facsen/faculty_senate/pdf/AgendaApril12,2002.pdf

April 12, 2002

**STATEMENT OF FACULTY SENATE REPRESENTATIVE FROM THE SCHOOL OF
BUSINESS AND PUBLIC MANAGEMENT PROFESSOR THOMAS J. NAGY**

**Farewell to the Senate, Morsels for Cheney's Rogue Professor Hunt and a Plea for
Unfashionable Ideals like the Bill of Rights and Protection of Children from
Slaughter**

Today marks my final day in the Faculty Senate. I offer some morsels to supporters of 2nd Lady Lynne Cheney and her campaign to save civilization from rogue professors.

I speak against the backdrop of the 9/11 attacks against New York and Washington as well as the attacks upon the Bill of Rights largely unopposed by American professors.

For four years, I have acted as the sole gadfly of the Senate. I have come to the Senate encumbered or enlightened by my past and present status of refugee, Quaker pacifist, a member of the Tikkun Community, a genocide scholar documenting the effects of U.S. sponsored sanctions on the deaths of Iraq children, and as a representative from the School of Business & Public Management.

Before leaving the Senate, I now put on my archaic academic cap to remind myself that as a tenured professor I have the right and duty to speak out when greed and expediency threaten the mission of the University to promote the public good.

I cling to the unfashionable ideal that we professors have an absolute duty to speak out for the public good as we see it.

Minimally are we not obligated to defend the Bill of Rights for Americans and the Universal Declaration of Human Rights for all people? If we fail to speak out for such basic protections how can we claim moral superiority to the "Good German professors" of the previous century?

Accordingly I will today vote against the proposal to legitimate the creation of a College within the University bereft of any tenured or tenure-accruing faculty. I feel such a travesty is as an attack on academic freedom and the Bill of Rights at a time when both are under the greatest attack since the McCarthyistic Cold War excesses.

I believe that the best and only effective way of protecting the lives of our children and the lives of the children of our allies is to refrain from direct or indirect attacks on the lives of all children. We must stop killing all including those children whom some designate as our enemy. For myself, I cannot

designate any child as an enemy of the state deserving the quick death of bomb delivered by an F-16 or cruise missile much less the agonizingly slow death from economic sanctions or the effects of depleted uranium weapons.

I urge GW to disinvest in all foreign governments refusing to observe such minimal instruments of human rights as the Geneva Convention. So in the tradition of the disinvestment of the old racist Union of South Africa, I urge that GW disinvest in the #1, #2, #3, and #4 recipients of U.S. military aid: the states of Israel, Egypt, Turkey, and Colombia.

I urge GW to take a public position against giving or selling any nation weapons, particularly in light of the fact that the primary victims in the past century have been non-combatants.

I urge GW to condemn the economic sanctions on Iraq which are in clear violation of Article 54 of the 1977 Protocol of the Geneva Convention, have caused the deaths of 100s of 1000s of children under the age of five.

Finally I urge my colleague to participate in, rather to hide from the next week's demonstrations. For information, go the following website:

www.internationalanswer.org

These demonstrations are protected by the Bill of Rights and explore the vital issues ranging from globalization, the deaths of 2.3 million children under the age of five worldwide from the lack of safe water, and the ongoing wars of the U.S., both announced and as well as those kept hidden from the American people.

If we avoid these demonstrations and urge our students to stay away from them, shouldn't we change the marketing logo of GW from "At the Center of It All" to "Hiding From It All"?

I ask that these remarks be including in the minutes of the Faculty Senate.

REPORT OF THE EXECUTIVE COMMITTEE
APRIL 12, 2002

Lilien F. Robinson

MAY SENATE MEETING

Please note that the May Senate meeting will be held on Friday, May 10, 2002. The May Senate meeting marks the beginning of the new Senate Session (2002-03). Election of Chairs and members of Senate Standing Committees for the 2002-03 Session will take place at the May meeting.

ANNUAL REPORTS FOR THE 2001-02 SESSION

Annual Reports from the Senate Standing Committees for the current Session should be submitted by the May meeting Chairs are requested to note any continuing business which would be a matter for the next term's Committee. Those Senate members who are not returning as Chairs are asked to transmit the Committee files to the new Chairs.

STATUS OF FACULTY PERSONNEL MATTERS

1. A decision has been reached by the University Dispute Resolution Committee to deny the grievance submitted by faculty of the Medical Center. This grievance is the last to be settled under the "old" grievance procedures.
2. The Executive Committee has been notified of a nonconcurrence with a faculty recommendation with respect to tenure and promotion in Columbian College. It will be handled in accordance with the procedures set forth in the Faculty Code.

ACTIONS OF THE EXECUTIVE COMMITTEE

1. The Executive Committee and the Administration have appointed two joint task forces.

Task Force on Student Retention:

Faculty: Shelly Heller (Chair); Paul Duff, Joel Cook
Students: Alison Matella, Melissa Tiarks
Administration: Craig Linebaugh, Cheryl Beil

Task Force on extending the Tenure Clock:

Miriam Galston (Chair), Colin Green, Katherine Kennedy, Nick Paley, Philip Wirtz

2. As previously reported, the Board of Trustees replaced its Committee on Development with the Centuries Campaign Committee. The Chair of the Senate's Fiscal Planning and Budget Committee had been the faculty representative on the Board's Development Committee. The Executive Committee recommended to the President that the Chair of the Fiscal Planning and Budget Committee continue to serve as a representative on an appropriate committee of the Board. In response, President Trachtenberg and the Chair of the Board have agreed to having a faculty member join the Centuries Campaign Committee. The Executive Committee will be recommending that the Chair of the Fiscal Planning and Budget Committee serve in that capacity.
3. To encourage and facilitate their full participation in the work of the Faculty Senate letters of welcome and information have been sent to colleagues recently elected to the Senate whose terms begin with the May meeting.

OTHER MATTERS

1. The joint Executive Committees of the 2001-02 and 2002-03 Sessions will meet on April 26th to nominate Chairs and members of the Senate Standing Committees and set the agenda for the May 10th Senate meeting. Resolutions and/or reports should be submitted to the Executive Committee before its April 26th meeting.
2. Following the May 10th Senate meeting, there will be an informal reception in honor of newly elected Senate members. Please join the Executive Committee in welcoming our colleagues.

As this is the last meeting of the current session, on behalf of the Executive Committee, to extend sincere thanks to you for an extremely productive term. You have worked diligently on behalf of our colleagues, effectively addressing a variety of carefully selected matters affecting our academic community.

I would also like to thank President Trachtenberg and Vice President Lehman for the openness that has marked the discourse with the Executive Committee as well as their attentiveness to expressions of faculty concern.

Many thanks also to the our dedicated colleagues on the Executive Committee for their considerable contributions.

I know you will agree with me that the work of our entire organization is daily facilitated quietly and efficiently by the Senate's administrative staff, Doris Trone, now retired after working with us for nearly thirty years, and our new Coordinator and Assistant Coordinator, Sue Campbell and Nina Posidelow. All of us are most appreciative of your dedication and cheerful effectiveness.

For myself, I am grateful for the opportunity to work with all of you. Thank you.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

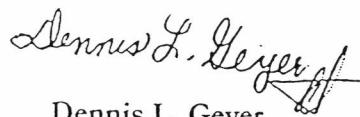
April 2, 2002

The Faculty Senate will meet on Friday, April 12, 2002, at 2:10 p.m. in the Alumni House, First Floor, 1925 F Street, N.W.

AGENDA

1. Call to order
2. Short recess for the purpose of having a group photograph taken of the 2001-02 Faculty Senate
3. Approval of the minutes of the regular meeting of March 8, 2002, as previously distributed
4. Resolutions:
 - (a) A RESOLUTION TO DEVELOP A REVISED STUDENT EVALUATION OF COURSES (01/10); Professor David W. McAleavey, Faculty Co-Chair, Joint Committee of Faculty and Students (Resolution 01/10 attached)
 - (b) A RESOLUTION TO BRING THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES INTO COMPLIANCE WITH THE FACULTY CODE WITH RESPECT TO TENURE AND TENURE-ACCRUING APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY (01/11); Professor Arthur E. Wilmarth, Jr., Chair, Committee on Professional Ethics and Academic Freedom (Resolution 01/11 attached)
 - (c) A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE WASHINGTON UNIVERSITY WITH RESPECT TO THE COLLEGE OF PROFESSIONAL STUDIES (01/12); Professor Arthur E. Wilmarth, Jr., Chair, Committee on Professional Ethics and Academic Freedom (Resolution 01/12 attached)
 - (d) A RESOLUTION REQUESTING ADMINISTRATIVE ACTION ON THE IMPLEMENTATION OF THE FACULTY SENATE'S RESOLUTION ON THE ESTABLISHMENT OF A "COMPLIANCE LINE" (01/13); Professor Lilien F. Robinson, Chair, Executive Committee of the Faculty Senate (Resolution 01/13 attached)
5. Report on the School of Business and Public Management by Dean Susan M. Phillips
6. Annual Report of the Fiscal Planning and Budgeting Committee for the Fiscal Year 2001; Professor William B. Griffith, Chair (The Report is attached)

7. Introduction of Resolutions
8. General Business:
 - (a) Nomination for election of nominees to the Executive Committee for the 2002- 03 Session proposed by the Nominating Committee, Professor Gerald P. Johnston, Convener (nominees to be announced)
 - (b) Nomination for election of nominees to the Dispute Resolution Committee for three-year terms, commencing May 1, 2002 (nominees to be announced)
 - (c) Nomination for appointment by the President to the following Administrative Committees: University Hearing Board: David J. Goodenough and Charis Kubrin; Marvin Center Program Board: Catherine Turley; Marvin Center Governing Board: Tarek El-Ghazawi, Stephen McGraw, and Bradley W. Sabelli
 - (d) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
 - (e) Interim Reports of Senate Committees
9. Brief Statements (and Questions)
10. Adjournment



Dennis L. Geyer
Secretary

Attachments

A RESOLUTION TO DEVELOP A REVISED STUDENT EVALUATION OF COURSES (01/10)

WHEREAS, the Student Association has proposed joining, in some fashion, its "Academic Update" student evaluation of courses to the teaching evaluations conducted by the faculty under the auspices of the Vice President for Academic Affairs, in order to obtain wider participation, bringing greater usefulness to the student evaluation process; and

WHEREAS, the Joint Committee of Faculty and Students (JCFS) supports making data from student evaluations of courses available to students and faculty, while preserving, where desired, confidential departmental or school evaluations of teaching, for use in the annual reviews of the faculty; and

WHEREAS, the JCFS believes that only a reliable, well-crafted set of "Academic Update" surveys will be useful, and that the development of such surveys ought not be treated lightly; and

WHEREAS, the JCFS, while it does not in its regular membership possess sufficient expertise to craft such surveys, should nonetheless establish general guidelines for such surveys and is the rational place for at least initial approval of such surveys;
NOW THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Vice President for Academic Affairs appoint an expert panel, including both students and faculty, charged with creating a workable set of surveys, to be presented to the JCFS for initial approval by the end of February, 2003, so that the JCFS, if it approves the surveys, may present them with a resolution for their adoption by the University to the Faculty Senate before the end of the 2002-03 term of the Faculty Senate; and

That the expert panel be charged with creating differing versions of the "Academic Update" keyed into the most common types of courses offered at the University, including, for example, large lectures; lecture-discussion courses; studio/workshop courses; seminars; laboratories; and recitation or discussion sections; and

That the expert panel be charged with examining both existing GW survey instruments and similar survey instruments at comparable universities, and with soliciting and incorporating feedback from the various divisions of the University; and

That the expert panel, while focusing its attention on undergraduate education, endeavor to determine whether any of the graduate or professional schools or programs would wish to participate in a University-wide effort to publish student evaluations of courses; and

That once the panel has done its work, and the JCFS endorsed the result, the Faculty Senate will

take the opportunity to review the proposed surveys, considering what value publishing student evaluations of teaching might have for the University in terms of engendering a spirit of good will between faculty and students and leading toward the gradual further improvement of our educational environment; and

That if the Faculty Senate approves new procedures for collecting and publishing student evaluations, some portion of the cost of such evaluation be assumed by the Administration.

Submitted for the Joint Committee of Faculty and Students
by David McAleavey, Department of English,
March 1, 2002

A RESOLUTION TO BRING THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES INTO COMPLIANCE WITH THE FACULTY CODE WITH RESPECT TO TENURED AND TENURE-ACCRUING APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY (01/11)

- WHEREAS,** the Statement of Principles on Academic Freedom and Tenure (1940, as amended), adopted jointly by the Association of American Colleges and Universities and the American Association of University Professors, recognizes that tenure ensures “freedom of teaching and research” and is therefore “indispensable to the success of an institution [of higher education] in fulfilling its obligations to its students and to society”;
- WHEREAS,** Article I.B.1. of the Faculty Code requires that no fewer than 75% of the regular, active-status faculty members in each school must be either tenured or have tenure-accruing appointments, except for (i) faculty in the Law School and (ii) faculty in the Medical Center who are “stationed at affiliated institutions”; and
- WHEREAS,** Article I.B.1. of the Faculty Code requires that no fewer than 50% of the regular, active-status faculty members in each department must be either tenured or have tenure-accruing appointments, except for (i) faculty in the Law School and (ii) faculty in the Medical Center who are “stationed at affiliated institutions”; and
- WHEREAS,** the foregoing provisions of Article I.B.1. of the Faculty Code are intended to ensure that most faculty members will have the opportunity to obtain tenured status and, accordingly, will have strong incentives to achieve excellence in teaching, engage in research and produce scholarly works while maintaining appropriate standards of scholarly rigor, independence and objectivity; and
- WHEREAS,** the School of Public Health and Health Services (“SPHHS”) is a school that is subject, without exception, to the requirements of Article I.B.1. of the Faculty Code; and
- WHEREAS,** the Committee on Professional Ethics and Academic Freedom (“PEAF”) of the Faculty Senate has studied the composition of the regular, active-status faculty of SPHHS; and
- WHEREAS,** the PEAF Committee has determined that SPHHS and almost all of its departments are out of compliance with the foregoing provisions of Article I.B.1. of the Faculty Code, because at present (i) less than 40% of the regular, active-status faculty members of SPHHS are tenured, (ii) none of the regular, active-status faculty members of SPHHS has a tenure-accruing appointment, and (iii) except in one department, a majority of the regular, active-status faculty members in each of the departments of SPHHS do not have either tenured or tenure-accruing appointments;

WHEREAS, the PEAFC Committee has determined that SPHHS and almost all of its departments have been out of compliance with the foregoing provisions of Article I.B.1. of the Faculty Code since SPHHS was established in 1997;

**NOW THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE
GEORGE WASHINGTON UNIVERSITY**

1. That the Dean of SPHHS shall take immediate steps to develop a plan that will bring SPHHS and each of its departments into compliance with Article I.B.1. of the Faculty Code.
2. That such plan shall be developed in consultation with the faculty of SPHHS and shall be completed and adopted by SPHHS not later than the end of the Fall semester of 2002.
3. That such plan shall bring SPHHS and each of its departments into compliance with Article I.B.1. of the Faculty Code not later than the beginning of the Fall semester of 2007.
4. That, beginning in January 2003, the Dean of SPHHS shall provide annual reports to the Executive Committee of the Faculty Senate regarding the progress made by SPHHS and each of its departments in achieving compliance with Article I.B.1. of the Faculty Code in accordance with this resolution.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 5, 2002

A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE WASHINGTON UNIVERSITY WITH RESPECT TO THE COLLEGE OF PROFESSIONAL STUDIES (01/12)

WHEREAS, in its Resolution 99/5, the Faculty Senate approved the creation of a Joint Faculty/Administration Task Force (the "Task Force") to prepare a proposal for a new College of Professional Studies ("CPS");

WHEREAS, the second resolving clause of Resolution 99/5 stated that the Faculty Senate would evaluate the Task Force's proposal in terms of four factors, including "(c) ensuring the regular faculty's Code-guaranteed roles in initiating faculty appointments, and in overseeing all curricular developments, especially of for-credit courses and programs; and (d) further ensuring that any new degrees are authorized and approved in accordance with the spirit of the University-approved Faculty Senate policy on interschool programs (Resolution 97/7)," and

WHEREAS, the Task Force submitted a "Final Report" dated 1 September 2000 (the "Task Force Report"), which stated, on page 7, that the new CPS could "open new avenues for teaching and scholarship" and could "offer a setting for interdisciplinary work unlike any existing structure within the University, especially in strategic partnerships with research-based or information-based corporate leaders," but the Report also warned that "[t]he downside risk, especially the possibility that existing [University] programs will be cannibalized, may be realized if [CPS] is poorly or secretly administered"; and

WHEREAS, pages 10-12 of the Task Force Report set forth a proposed governance structure for CPS, including a "Dean's Council" that would advise the Dean of CPS on all academic matters and facilitate participation by faculty members (especially from the schools affected most directly by CPS) on matters related to the appointment of faculty and development of curricular offerings for CPS; and

WHEREAS, page 10 of the Task Force Report stated that (i) six members of the Dean's Council would be tenured faculty members of the six schools affected most directly by CPS and would be elected by the faculties of their respective schools, and (ii) the other six members of the Dean's Council would be appointed by the Dean of CPS as follows: (A) three chairs of departments of other schools with faculty members participating in the curricular offerings of CPS, and (B) three non-tenure-accruing faculty members participating in the curricular offerings of CPS; and

WHEREAS, page 14 of the Task Force Report declared that "CPS must not duplicate existing degree programs or add redundant programs," and, accordingly, pages 9 and 11-12 stated that: (a) CPS should not initiate a degree program that would duplicate an existing degree program offered by another school, but CPS should instead

work in conjunction with that other school in providing curricular offerings in the subject area covered by the other school's existing degree program, and (b) in the event of a "conflict" resulting from a substantial overlap between CPS' curricular offerings and an existing degree program offered by another school, "the Vice President for Academic Affairs will resolve the issue, after full and transparent consultation with the relevant faculty"; and

WHEREAS, page 9 of the Task Force Report stated that "CPS will not have the authority to offer degrees that duplicate any existing degree program at the University", and page 12 stated that "[i]f it is determined that CPS should offer its own degree, . . . [t]he degree would be in 'Professional Studies' and could be granted at the associate, bachelors, or masters level";

WHEREAS, pages 12-13 of the Task Force Report proposed various amendments to the Faculty Code to accommodate the suggested faculty composition and governance structure of CPS, including (i) an exemption from Article I.B.1. of the Code, which limits the percentage of non-tenure-accruing faculty that may be appointed in any school, and (ii) amendments to other provisions of the Code to specify that the Dean's Council would be the faculty body within CPS that would be responsible for ensuring faculty participation in the appointment of faculty and development of curricular offerings for CPS; and

WHEREAS, in its Resolution 00/3, the Faculty Senate expressed its "approval in principle of the [Task Force] Report" and agreed, upon acceptance of that Report by the University's Board of Trustees, "to draft and consider amendments to the Faculty Code consistent with the Joint Faculty/Administration Task Force's recommendations"; and

WHEREAS, the Board of Trustees has approved the creation of CPS, and the Dean of CPS has requested that the Faculty Senate consider and approve amendments to the Faculty Code similar to those proposed on pages 12-13 of the Task Force Report; and

WHEREAS, the Faculty Senate is prepared to approve amendments to the Faculty Code consistent with the recommendations of the Task Force Report, and, in that regard, the Faculty Senate believes that:

- (i) It is essential to make clear in the Faculty Code that: (A) CPS may not initiate any degree program that would duplicate a degree program offered by another school, (B) CPS may not initiate any degree program that would substantially overlap with a degree program offered by another school, unless the Vice President for Academic Affairs approves the proposed degree program for CPS after consulting with the Dean's

Council and informing the faculty of the other school; (C) CPS may not confer any degree that duplicates a degree offered by another school, and each degree conferred by CPS (whether at the associate, bachelor or masters level) must carry the designation "of Professional Studies"; and (D) the Dean's Council is the faculty body within CPS that is primarily responsible for ensuring faculty participation in matters related to the appointment and promotion of faculty and the development of curricular offerings for CPS; and

- (ii) In view of the special role of the Dean's Council within CPS, the Dean's Council should be required to submit an annual report to the Faculty Senate describing how the Dean's Council has facilitated faculty participation in the foregoing matters and has addressed issues arising out of potential substantial overlaps between degree programs offered or proposed to be offered by CPS and degree programs offered by other schools;

**NOW THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE
GEORGE WASHINGTON UNIVERSITY**

That the Faculty Code of the George Washington University be amended as follows (deletions noted in brackets and additions underlined):

1. Amend Article I.B.1. of the Faculty Code by changing the final clause thereof to read as follows: "nor to the [faculty] faculties of the Law School or of the College of Professional Studies."
2. Amend Article IV.D. of the Faculty Code by inserting the following new paragraph 3:

"3. In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this Part D."
3. Amend Section B.2. of the Procedures for the Implementation of the Faculty Code (the "Procedures") by inserting the following new sentence at the end thereof: "In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this paragraph 2."
4. Amend Section C.2.b. of the Procedures by inserting the following new sentence at the end thereof: "In the College of Professional Studies, the special faculty committee performing this function shall be appointed

jointly by the Vice President for Academic Affairs and the deans of the schools whose programs are most directly affected by the College of Professional Studies.”

5. Amend Section D. of the Procedures to read as follows:

“D. Faculty Participation in Action Concerning Curriculum

1. The regular, active-status faculty members of the rank of assistant professor and higher of each school shall establish procedures for their participation, directly or through elected standing committees, in decisions relating to the addition, revision, or elimination of curricular offerings. In the College of Professional Studies, the Dean’s Council shall establish procedures for faculty participation in such decisions.
2. At least half of the members of the Dean’s Council of the College of Professional Studies shall be tenured faculty members of the schools affected most directly by the College, and those members of the Dean’s Council shall be elected by the faculties of their respective schools.
3. The College of Professional Studies shall not initiate a degree program that duplicates a degree program offered by another school. The College shall not initiate a degree program that overlaps substantially with a degree program offered by another school, unless the appropriate corporate officer of the University has authorized the College to initiate that program after (a) consulting with the Dean’s Council of the College and (b) informing the faculty of the other school.
4. The College of Professional Studies shall not confer any degree that duplicates a degree offered by another school. Each degree conferred by the College (whether at the associate, bachelor or masters level) shall carry the designation “of Professional Studies.”
5. Prior to the end of each academic year, the Dean’s Council of the College of Professional Studies shall submit a written report to the Faculty Senate. Each annual report

shall describe the procedures established and other actions taken by the Dean's Council to: (a) facilitate faculty participation in the appointment and promotion of faculty members, and in decisions relating to the addition, revision, or elimination of curricular offerings, of the College; and (b) address issues arising out of potential substantial overlaps between degree programs offered or proposed to be offered by the College and degree programs offered by other schools."

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 5, 2002

**A RESOLUTION REQUESTING ADMINISTRATIVE ACTION ON THE
IMPLEMENTATION OF THE FACULTY SENATE'S RESOLUTION ON THE
ESTABLISHMENT OF A "COMPLIANCE LINE" (01/13)**

WHEREAS, on March 8, 2002, the Faculty Senate expressed serious concern regarding the establishment of a "compliance line", and

WHEREAS, that action was in violation of the University's system of shared governance and its controlling document, the Faculty Code, which requires consultation with faculty on policies and procedures affecting the discharge of their responsibilities, and

WHEREAS, by unanimous vote the Faculty Senate requested that the "compliance line" and related procedures be suspended and the matter be referred for further study by the Faculty Senate and all relevant components of the administration of the University, and

WHEREAS, the "compliance line" is still in operation and no steps have been taken to refer the matter for study by a joint group composed of members of the Faculty Senate and the administration, NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY**

That the Faculty Senate requests that the President of the University officially direct the Vice President and Treasurer to comply with Resolution 01/9 by suspending the "compliance line" and related procedures and that the matter be referred to the Faculty Senate and all relevant components of the administration

Executive Committee of the Faculty Senate
March 29, 2002

**Fiscal Planning and Budget Committee
Annual Report for Fiscal Year 2001**

Prepared for the Faculty Senate
27 March, 2002

This report is a selective summary of data from the *FY2002 Five-Year Operating and Capital Budgets* report presented to the Board of Trustees by Vice President and Treasurer Louis H. Katz. Additional information was provided by the Office of the Associate Vice President for Finance and by the Office of Institutional Research. We thank the staff of both offices for their help in assembling this report.

This report was prepared by the following subcommittee:

William Griffith, PHIL, CCAS
Roger Lang, ECE, SEAS
Randall Packer, BISC, CCAS

On behalf of the entire committee:

Cherian, E., MGT, SBPM
Dunn, R. ECON, CCAS
Griffith, W. PHIL, CCAS
Lang, R. ECE, SEAS
Lindahl, F. ACCT, SBPM
Packer, R., BISC, CCAS
Ramaker, D. CHEM, CCAS
Shotel, J., TPSE, GSEHD
Umpleby, S. MGT, SBPM
Waters, R., EMSE, SEAS

ex officio:

Bass, G., Assoc. V.P. for Health Economics
Boselovic, D., Assoc. V.P. for Finance
Chernak, R., V.P. for Student and Acad. Support Services
Harding, H., Dean, ESIA
Katz, L., V.P. and Treasurer
Lehman, D., V.P. for Academic Affairs
Pelzman, J., Executive Committee Liaison
Siggins, J., University Librarian
Whitaker, R., Dean of the College of Professional Studies

This report is in two parts. The first section is a brief written analysis and summary of past budget performance and projections for the capital budget (pages 1-4). The attached appendix (pages A1-A11) is comprised of data tables and figures.

ANALYSIS AND SUMMARY

1. General revenue and selected expenses

A1-A4

The composition and size of the revenue stream has changed significantly over the period of FY 96 through FY 01. Total revenue increased by 71% while income from net tuition and fees increased 57%. This suggests that the University may be becoming less tuition dependent. In FY 96 net tuition and fees represented 73% of total revenue while in FY 01 net tuition and fees comprised 67% of total revenue. Revenue from grants and contracts, contributions and auxiliary enterprises have all been growing at about twice the annual rate of tuition growth while endowment support of the annual budget has grown approximately three times as fast as tuition and fees. Direct endowment support of the budget has approximately doubled from FY 96 (\$15.1M) through FY 01 (\$32.6M) .

On the expense side, instructional expense (includes all charges to schools or departments) has grown more slowly (by 27%) than total academic expense (37% - includes instructional expense plus libraries and research support) net tuition (57%), and general administrative expense (45%). This is true in terms of number of dollars spent as well as dollars spent per FTE and represents an increase in productivity of academic units in strictly economic terms. Academic unit productivity is also addressed in Section 6, below.

Among other expenses, the most dramatic growth has been in technology support. It increased from \$6.3M in FY 96 to \$27.5 M in FY01.

2. Changes in debt and debt service

A5 & A6

There has been a substantial increase in debt. Total Debt Outstanding increased from \$255.7M in FY 97 to an estimated \$658.8M in FY 02. Approximately 59% of the new debt is "covered" by specific revenues generated by the projects; the rest draws upon general revenues. Debt service has followed a similar pattern, increasing from approximately \$22.4M in FY 97 to \$38.6M in FY 01. As a fraction of total revenue, debt service consumed approximately 7.3 % of total revenue in FY97 compared to 9.2% in FY 01.

3. Growth in endowment

A7

The market value of the endowment has grown from \$416M in FY 96 to \$701M in FY 01, an increase of approximately 69%. Over the same period the rate of endowment payout in support of the budget has been increased from 5.2% to 6.5 %

4. Capital Budget

A8& A9

A proposed five-year capital budget (FY 01- FY05) is presented. New projects include a new building for the School of Business and Professional Management (\$50M), a 700 bed residence hall (\$64M), 192 beds in a building that will be fraternity housing (\$12.7M) and renovations of One Washington Circle (\$6M). Projects scheduled for completion in 2002 include the Law School addition (\$16.2M), a residence hall (\$14.5M) and athletic facilities (\$17.7M) at Mount Vernon College, and Marvin Center renovations (\$28M). While they appear on the capital budget, no funds have been allocated for an Engineering Building, a Science Building, nor a new academic building at the Virginia Campus.

5. Enrollment Increases

A10

From FY 96 through FY 00 graduate and "other" enrollments declined by 1.3% and 2.3%, respectively, while undergraduate enrollment increased 11.6%. Growth in undergraduate enrollment continues in the current year with a very large undergraduate freshman class. Despite enrollment decreases, increased tuition resulted in small increases in revenue from graduate and "other" enrollments but the large increases in undergraduate enrollment have contributed \$36.9M of the total \$45.2M increase in tuition revenue for the period.

6. Numbers of faculty

A11

From FY 98 through FY 2002 an additional 79 regular active status faculty (FT) were added (7.9% increase) while the total number of limited service faculty (PT) increased by only 9 (0.3%). Patterns of changes in numbers of FT and PT faculty vary across the schools of the university. Medicine is the only school in which the number of FT

schools of the university. Medicine is the only school in which the number of FT decreased. The new School of Public Health and Human Services showed the largest percentage increase (48 % - 11 positions) over the FY 97-01 period. Increases in the remaining schools ranged from about 9% to 17%. In terms of number of faculty, the largest change was in Columbian College of Arts and Sciences where 45 FT faculty positions were added. While undergraduate population grew by 31%, numbers of faculty in the schools with undergraduate programs grew by only 18%. This contributes to the increased productivity in academic units mentioned above in Section 1.

The total number of PT faculty employed across the schools of the University has remained nearly constant from FY 97-01. However, patterns within schools varied dramatically, ranging from a 189% (from 63 to 182) increase in the School of Public Health and Human Services to a 15% decrease in the Columbian College of Arts and Sciences (from 462 to 392).

Conclusions

What picture emerges overall from this pattern of revenues and expenditures? It is clear that the University is growing in almost all areas and is becoming a stronger institution. Embedded in this picture of general expansion are two trends to which we would like to call attention:

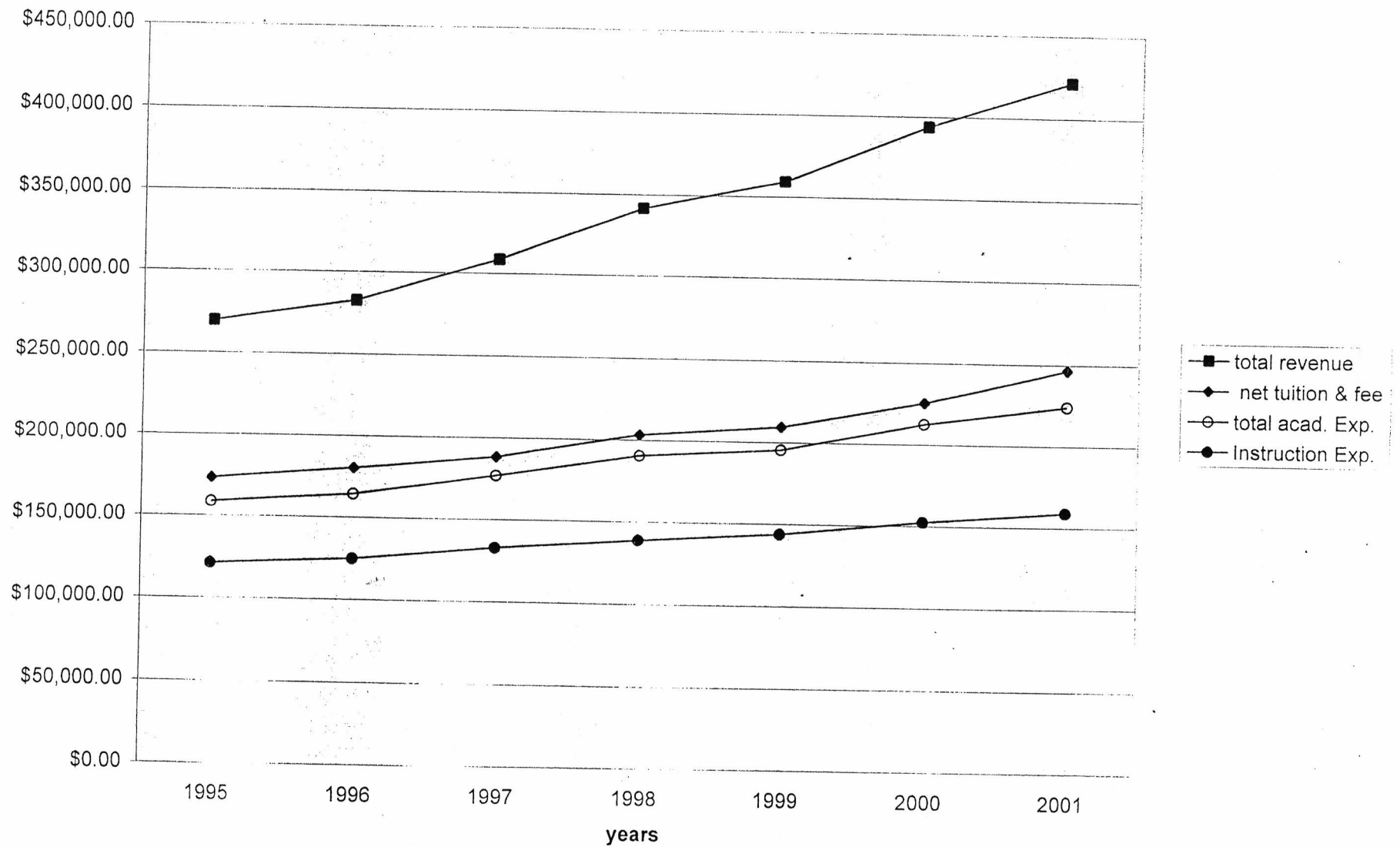
1. Net Tuition and Fee Revenue, driven by increased undergraduate enrollment and increased tuition and fee charges, is increasing more rapidly than Total Academic Expenditures and costs of instruction.
2. With respect to the capital budget, of the \$382.5M in expenditures planned for the next five years, only about 40% will go for "academic programs and research activities".

These trends raise the question of whether the University is focusing enough of its resources directly on academic purposes to support our professed goal of raising the academic standing of this University.

APPENDIX

See the following pages, A1-A11.

Fig. 1 Revenue and expenses 1995-2001 (X 1000)



A-1

Table 1

A. Number of full time equivalent students (FTE) and selected revenues and expenses in 1995 compared to 2001. Dollar amounts are in thousands.

Fiscal Year	FTE	Net tuition & fee	Total Revenue	Instruction Expense	Total Acad Expense	Gen Adm Expense
1996	13,548	180,216	246,395	124,850	164,129	27,620
2001	14,894	282,742	421,891	158,744	224,103	40,063
% change	10%	57%	71%	27%	37%	45%

B. Selected revenues and expenses (from A above) expressed as dollars/FTE

Fiscal Year	Net tuition/FTE	Total Rev/FTE	Inst Exp/FTE	Total Acad Ex/FTE	Gen Admin Exp/FTE
1996	13,302	18,187	9,386	12,115	2039
2001	18,984	28,326	10,658	15,047	2690
%change	43%	37.2%	14%	24%	32%

C. Selected expenses (from A above) expressed as a fraction of net tuition.

Fiscal Year	Instruction/net tuition	Total Aca/net tuition	Gen Adm/net tuition
1996	0.69	0.91	0.15
2001	0.56	0.79	0.14

D. Selected expenses and net tuition and fees (from A above) expressed as a fraction of total revenue.

Fiscal Year	Instruction/Total revenue	Total Aca/Total revenue	Gen Adm/Total revenue	Net tuit. & fee/Total revenue
1996	0.51	0.67	0.11	0.73
2001	0.38	0.53	0.10	0.67

TEN YEAR EXPENDITURE SUMMARY

						Estimated				
EXPENSE SUMMARY BY FUNCTION										
	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Academic:										
Instruction	124,850	132,695	138,660	143,734	152,429	158,744	170,583	179,081	188,338	197,299
Libraries	10,600	11,609	12,100	13,280	13,524	14,567	16,481	17,052	17,648	18,266
Research	28,679	32,410	39,624	38,293	46,653	50,792	48,659	50,119	51,623	53,171
Total Academic	164,129	176,714	190,384	195,307	212,606	224,103	235,723	246,252	257,609	268,736
Student Support:										
Student Services	15,723	16,548	18,128	19,745	19,570	19,289	20,448	20,931	21,431	21,949
Other	7,045	7,435	7,930	8,916	9,210	8,626	10,288	10,461	10,641	10,827
Total Student Support	22,768	23,983	26,058	28,661	28,780	27,915	30,736	31,392	32,072	32,776
Auxiliary Enterprises	26,945	32,627	32,602	34,137	39,977	40,962	42,292	44,436	45,994	50,259
Technology	6,330	7,635	11,111	20,754	24,257	27,536	25,268	26,285	27,613	29,165
General Operations:										
Administration & General	27,620	30,023	29,277	32,939	39,365	40,063	40,976	42,276	43,412	44,536
Maintenance & Operation of Plant	17,684	17,931	18,136	19,787	22,544	22,934	24,890	26,905	27,932	29,003
Total General Operations	45,304	47,954	47,413	52,726	61,909	62,997	65,866	69,181	71,344	73,539
Bad Debt	1,505	2,293	3,204	3,648	3,631	3,705	3,975	4,249	4,726	5,161
Debt Service	15,886	14,591	16,719	18,880	20,041	33,671	31,527	33,534	37,410	37,992
Capital & Other	7,719	9,048	11,409	5,315	5,528	2,781	10,858	13,555	13,582	16,395
TOTAL EXPENSES	290,588	314,845	338,901	359,428	396,729	423,670	446,245	468,884	490,350	514,023
Less Medical Center Allocation	(9,300)	(8,901)	(4,681)	(4,646)	(7,529)	(5,520)	(4,919)	(4,919)	(4,919)	(4,919)
EXPENSES AFTER ALLOCATIONS	\$281,288	\$305,944	\$334,220	\$354,782	\$389,200	\$418,150	\$441,326	\$463,965	\$485,431	\$509,104
BUDGET RESERVES	\$0	\$0	\$0	\$0	\$0	\$650	\$2,600	\$3,100	\$3,600	\$4,100
TOTAL EXPENSES	\$281,288	\$305,944	\$334,220	\$354,782	\$389,200	\$418,800	\$443,926	\$467,065	\$489,031	\$513,204

*FY 96 - FY 98 exclude Mount Vernon. FY - 99 - FY 05 include Mount Vernon.
FY 96 - FY 00 represent actual expenditures. FY 01 - FY 05 represent projected expenditures.*

THE GEORGE WASHINGTON UNIVERSITY TEN YEAR REVENUE SUMMARY

						Estimated				
REVENUE SUMMARY BY FUNCTION										
	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Net Tuition and Fee Revenue	\$180,216	\$188,339	\$203,390	\$209,581	\$225,403	\$246,395	\$263,106	\$278,171	\$292,357	\$306,033
Grants and Contracts										
Program Funds	30,773	34,378	40,771	43,805	50,714	53,620	55,229	56,885	58,592	60,350
Indirect Cost Recoveries	3,730	4,289	4,689	4,378	5,382	5,601	5,574	5,741	5,913	6,091
Total Grants & Contracts	34,503	38,667	45,460	48,183	56,096	59,221	60,803	62,626	64,505	66,441
Contributions	5,313	7,004	11,053	8,244	8,772	8,813	9,097	9,391	9,695	10,008
Auxiliary Enterprises	39,464	46,121	51,129	52,560	60,458	63,067	66,667	69,748	72,400	78,885
Other	8,160	7,471	9,596	12,791	11,379	11,760	13,234	14,649	16,068	16,232
Endowment Support	15,086	21,064	21,156	28,083	31,878	32,635	33,234	34,776	36,389	38,079
TOTAL REVENUE	282,742	308,666	341,784	359,442	393,986	421,891	446,141	469,361	491,414	515,678

FY 96 - FY 98 exclude Mount Vernon. FY - 99 - FY 05 include Mount Vernon.

FY 96 - FY 00 represent actual expenditures. FY 01 - FY 05 represent projected expenditures.

DEBT MANAGEMENT SUMMARY (Dollars in thousands)

	FY 97	Est. FY 02	Increase	Est. FY 06	Increase
Debt Outstanding at Year End:					
Funded by Specific Revenue Sources:					
Housing	28,558	146,858	118,301	205,211	58,353
Parking	6,841	24,927	18,086	23,397	(1,530)
Recreational Facilities (1)	2,291	71,369	69,078	67,254	(4,115)
Investment Properties (2)	91,178	107,713	16,535	89,364	(18,349)
Medical Center	30,747	34,991	4,244	40,496	5,504
Other (3)	0	16,938	16,938	21,801	4,863
Total Funded by Specific Revenue Sources	159,615	402,797	243,182	447,524	44,727
Funded by General Revenue	96,120	256,052	159,932	270,597	14,545
Total Debt Outstanding	255,735	658,849	403,114	718,121	59,272
Annual Debt Service	22,398	43,337	20,939	57,020	13,683

- (1) Health & Wellness Center, Marvin Center, and Mount Vernon Athletic facilities.
 (2) Assets of the endowment fund.
 (3) Primarily the NTSB facility at the Virginia Campus.

ANNUAL DEBT SERVICE

(In Thousands)

	Actual					Estimated a				
	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06
Medical Center	5,551	4,035	3,902	3,703	1,323	1,635	3,796	3,921	3,921	3,921
Endowment	2,914	8,768	9,143	9,152	9,113	10,364	11,572	11,432	11,233	11,215
University	13,933	19,218	18,151	20,065	28,117	31,338	37,705	42,261	42,484	41,884
Total	22,398	32,021	31,196	32,920	38,553	43,337	53,073	57,614	57,638	57,020
Weighted Avg. Interest Rate	6.03%	5.56%	5.30%	5.68%	4.69%	3.52% b	6.13%	6.15%	6.14%	6.13%

a FY 03 - FY 06 estimates assume 6.5% for taxable variable rate debt and 5.5% for tax-exempt variable rate debt.

b Through December 31, 2001.

ENDOWMENT BUDGET SUPPORT
(In Thousands)

	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>Estimated FY 02</u>
Market Value of Endowment (1)							
Beginning of Year	369,487	462,738	534,306	609,387	651,937	712,995	689,546
End of Year	<u>463,000</u>	<u>534,306</u>	<u>609,387</u>	<u>651,937</u>	<u>712,995</u>	<u>689,546</u>	659,699 (2)
Average	416,244	498,522	571,847	630,662	682,466	701,271	<u>674,623</u>
Gifts Designated for Endowment	8,621	7,656	2,431	12,700	19,066	4,857	9,000
Base Payout (3)	18,605	23,969	25,828	29,147	34,271	39,073	38,116
Supplemental Payout							
Classrooms and Labs	1,500	1,500	1,500	1,500	1,500	1,500	1,500
New Academic Initiatives	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Mid Campus Quad		350	1,500				
Technology Initiative			2,500	3,500	3,500	3,500	3,500
Medical Center Capital Budget							1,900
Total Supplemental Payout	<u>3,000</u>	<u>3,350</u>	<u>7,000</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>8,400</u>
Total Payout	21,605	27,319	32,828	35,647	40,771	45,573	46,516
Annual Payout Rate	5.2%	5.5%	5.7%	5.7%	6.0%	6.5%	6.9%

(1) Net of liabilities.

(2) As of December 31, 2001.

(3) Includes net income from real estate after debt service and 5.5% of a rolling twelve-quarter average market value of all other endowment assets. Payout is based on accrual method of accounting.

SUMMARY OF PROPOSED FY 2002 FIVE-YEAR CAPITAL BUDGET MAJOR DEVELOPMENT PROJECTS

Expenditures (continued)

The FY 2002 budget includes the following new projects:

- \$63.6 million..... for a 700-bed residence hall on Square 43
- \$12.7 million..... for fraternity housing (192 beds) on Square 57
- \$ 6.0 million..... for renovations to One Washington Circle. Based on the advice of engineering consultants and the property manager (Potomac Hospitality Services), this level of investment should optimize short and longer-term rate and occupancy targets.

All of these projects are self-supporting.

Funding

Of the \$534.5 million, \$403.4 million (75.5 percent) will be funded by debt. This includes \$19.8 million for the NTSB Building at the Virginia Campus that will be repaid through a 20-year lease with the NTSB for use of the facility.

Another \$77.5 million is contingent upon fundraising. This includes the following projects:

- \$20.0 million..... for the new Law School building
- \$17.0 million..... for a new Academic Building at the Virginia Campus
- \$15.0 million..... for the new School of Business and Public Management building
- \$13.5 million..... for the Law School addition
- \$ 5.0 million..... for the Health and Wellness Center
- \$ 3.0 million..... for the Media and Public Affairs building
- \$ 3.0 million..... for the recreational facilities at the Mount Vernon Campus
- \$ 1.0 million..... for the Marvin Center renovation and expansion

To date, approximately \$13.3 million of this goal has been achieved

Assuming fundraising goals are achieved, endowment funds will provide an additional \$40 million in funding - \$20 million each for the Law School and School of Business and Public Management buildings.

THE GEORGE WASHINGTON UNIVERSITY
PROPOSED FY02 FIVE YEAR CAPITAL BUDGET
MAJOR DEVELOPMENT CAPITAL PROJECTS
\$(000)'S
(EXCLUDING THE MEDICAL CENTER)

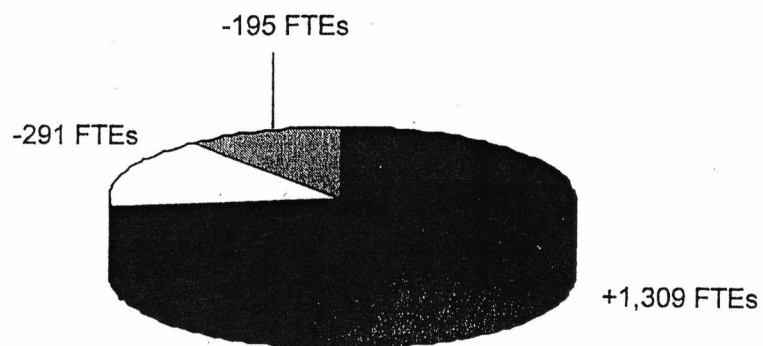
Major Development Projects

Building	Description	Forecast thru					Total FY01- FY05	Total Completion
		FY01	FY02	FY03	FY04	FY05		
(a) New Building	Law School 20th & H Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
West End	Renovation of West End	0	0	1,000	3,700	0	4,700	4,700
(a) New Building	SBPM - Square 56	400	1,000	20,000	25,000	3,600	50,000	50,000
2003 G Street	Law School Addition, Expansion & Stuart Backfill	7,000	9,200	0	0	0	16,200	16,200
Mount Vernon College	Somers Residence Hall Expansion	7,900	6,600	0	0	0	14,500	14,500
Mount Vernon College	Athletic Facilities	8,000	9,700	0	0	0	17,700	17,700
<i>Mount Vernon College</i>	<i>Tele/Elec Infrastructure</i>	<i>3,000</i>	<i>1,300</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,300</i>	<i>4,300</i>
(b) <i>New Building</i>	<i>Housing on Square 43</i>	<i>500</i>	<i>7,209</i>	<i>31,381</i>	<i>24,504</i>	<i>0</i>	<i>63,594</i>	<i>63,594</i>
(c) <i>New Building</i>	<i>Housing on Square 57</i>	<i>100</i>	<i>6,152</i>	<i>6,440</i>	<i>0</i>	<i>0</i>	<i>12,693</i>	<i>12,693</i>
New Building	Elliott School & Student Housing	9,000	36,000	26,300	0	0	71,300	71,300
New Building	Media & Public Affairs	31,000	2,000	0	0	0	33,000	33,000
Marvin Center	Renovation and Expansion	20,000	8,000	0	0	0	28,000	28,000
New Building	Health and Wellness Center	36,000	4,750	0	0	0	40,750	40,750
New Building	Engineering Building (Connection to Tompkins)	0	0	0	0	0	0	50,000
New Building	Science Building	0	0	0	0	0	0	45,000
Virginia Campus	NTSB Building	1,500	12,300	6,000	0	0	19,800	19,800
(a) Virginia Campus	New Academic Building	0	0	0	0	0	0	17,000
<i>One Washington Circle</i>	<i>Renovations</i>	<i>0</i>	<i>6,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>6,000</i>	<i>6,000</i>
Total Major Development Projects		\$124,400	\$110,211	\$91,121	\$53,204	\$3,600	\$382,537	\$534,537

Projects in italics are new.

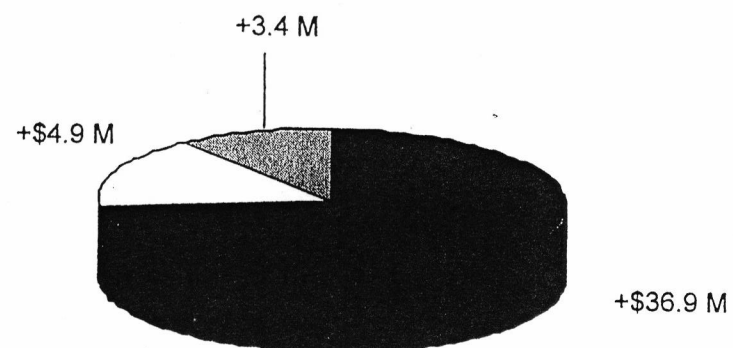
Over the last five years, undergraduate enrollment grew from 42.8 percent of on campus enrollment in FY 96 to 49.4 percent in FY 00. During this same period, revenue from these programs grew from 37.0 percent of net tuition and fee revenue to 46.0 percent.

Enrollment Growth FY 96-FY 00 = 823 FTEs



Annual Growth Rate		
■ Undergraduate		+5.2%
□ Graduate		-1.3%
▨ Other		-2.3%
Total Enrollment		+1.5%
See Exhibit B For More Detail		

Net Tuition & Fee Revenue Growth FY 96-FY 00 = \$45.2 Million



Annual Growth Rate		
■ Undergraduate		+11.6%
□ Graduate		+ 1.6%
▨ Other		+ 1.6%
Total Revenue		+ 5.8%
See Exhibit C For More Detail		

**The George Washington University
Faculty Counts by School***

Regular Active Status Faculty**

School	1997	1998	1999	2000	2001	1997-2001 %Change
CCAS	347	360	371	371	392	13.0%
ESIA	34	36	37	39	37	8.8%
SBPM	111	116	120	122	130	17.1%
SEAS	74	71	71	77	82	10.8%
GSEHD	60	64	65	68	67	11.7%
LAW	66	68	72	72	74	12.1%
SMHS***	268	283	243	247	245	-8.6%
SPHHS	23	22	28	29	34	47.8%
UNIV	6	6	6	6	6	0.0%
Total	989	1,026	1,013	1,031	1,067	7.9%

Limited Service Faculty****

School	1997	1998	1999	2000	2001	1997-2001 %Change
CCAS	462	446	452	455	392	-15.2%
ESIA	20	31	27	27	27	35.0%
SBPM	74	81	82	96	99	33.8%
SEAS	72	75	101	81	95	31.9%
GSEHD	55	36	56	64	77	40.0%
LAW	110	98	109	105	120	9.1%
SMHS	1,803	2,030	1,669	1,687	1,677	-7.0%
SPHHS	63	82	104	151	182	188.9%
UNIV	2	2	1	1	1	-50.0%
Total	2,661	2,881	2,601	2,667	2,670	0.3%

* Faculty counts as of Fall reporting date.

** Full-time faculty, excluding research, visiting and affiliated faculty.

*** SMHS Regular Faculty counts include 152 and 158 MFA affiliated faculty for 2000 and 2001, respectively

**** Part-time faculty and all visiting faculty.

Institutional Research 2/11/02

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